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5/18/90

REPORT TO THE BOARD OF SUPERVISORS

CITY AND COUNTY OF SAN FRANCISCO

REVIEW AND ANALYSIS OF THE DEPUTY MAYOR FUNCTION
IN THE
OFFICE OF THE MAYOR

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BUDGET ANALYST
FOR THE
SAN FRANCISCO BOARD OF SUPERVISORS

APRIL, 1990

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CITY AND COUNTY

OF SAN FRANCISCO



BOARD OF SUPERVISORS

BUDGET ANALYST

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SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

April 30, 1990

Honorable Tom Hsieh
Member, Board of Supervisors
Room 235, City Hall
San Francisco, California 94102

Dear Supervisor Hsieh:

In accordance with your request, transmitted herewith is the Budget Analyst's report on the Review and Analysis of the Deputy Mayor Function in the Office of the Mayor.

In response to your specific questions, and additional information obtained by the Budget Analyst, the following is a summary of our findings:

- As explained in the report, our review was limited by the protocols established by the Mayor. We were not allowed to talk to the Deputy Mayors, discuss their activities and verify or confirm any of their accomplishments. Our report therefore only summarizes what they, the Deputy Mayors, have submitted in writing.
- No decision-making authority is vested in the seven Deputy Mayors, since the Mayor, as opposed to the Deputy Mayors, makes all decisions in the Mayor's Office.
- The Civil Service classification for these positions is A883 Deputy Mayor. This classification was created in 1988. However, there are no existing Civil Service approved class specifications and no informal written job descriptions. The Mayor's Office originally told us that preparation of class specifications for these positions was to be part of an overall reclassification of the entire Mayor's Office, including the Assistant to the Mayor I - VII classification series (45 present positions in the Mayor's Office) for which there are likewise no class specifications. This reclassification proposal

was to be finished for submission to Civil Service by June, 1990. We are now informed that the classification plan is not expected to be finished until the end of the 1990 calendar year.

- The prior administration's salary costs of the Mayor's Office, in 1987, the last year of that administration, were \$6,071,328, adjusted for current 1989-90 salary levels. This compares to the present administration's costs for salaries for 1989-90 of \$7,151,649, a \$1,080,321 increase over the prior administration. This increase consists of a \$508,702 increase in General Fund and a \$571,619 in grant funds. This represents an increase of 17.8% over the prior administration. The Mayor's written response to this report notes that the Budget Analyst had previously reported that the present administration had reduced budgeted costs by 16% and that his Deputy Mayor system was initially established at a savings of \$65,618. This reduction was made in 1988 and considers only budgeted costs and positions. Our current report considers all costs and positions, both budgeted and grant-funded. Furthermore, our present report reflects the facts as they currently exist today in 1989-90 which documents that the total costs in the Mayor's Office have since surpassed the prior administration's total costs adjusted for salary inflation. Our costs do not reflect salary savings, which were not actually expended, but we treated both administrations in the same manner. The Mayor also responded that excluding the new responsibilities given to his office by the voters, the Board of Supervisors or "enhanced priorities", the General Fund costs of the Mayor's Office have been reduced. A valid comparison cannot exclude such costs. The Mayor approved and/or requested all of the functions and related costs in his office.
- The total number of positions of the prior administration in the Mayor's Office was 131. This compares to the present administration's 153 positions in the Mayor's Office, an increase of 22 positions or 16.7 percent over the prior administration. In both instances, we included General Fund and grant-funded positions in these numbers. In our comparisons, we accounted for all transfers in as well as transfers out of the the Mayor's Office. For example, six Emergency Services positions, which had been transferred out of the Mayor's Office under the present administration, were included in the Mayor's Office positions listed for the prior administration.
- In addition to the seven Deputy Mayor positions, the Mayor's Office has 45 Assistant to the Mayor positions. The Mayor responded that the difference between the Deputy Mayor positions and the Assistant to the Mayor positions is that the Deputy Mayor

the same time, the author has been able to make a significant contribution to the field of
international law.

The book is divided into three main parts. The first part, "Theoretical Foundations," consists of
three chapters: "The Concept of International Law," "The Sources of International Law," and
"The Structure of International Law."

The second part, "Practical Applications," consists of four chapters: "The Law of the Sea,"
"The Law of Airspace," "The Law of Space," and "The Law of Outer Space."

The third part, "Conclusion," consists of two chapters: "Conclusion" and "Bibliography."
The book is written in a clear and concise style, making it accessible to both students and
professionals in the field of international law.

The book is highly recommended for anyone interested in the field of international law.
It is a valuable resource for both students and professionals in the field of international law.

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positions are higher level positions than the Assistant to the Mayor positions.

- The Mayor has responded to the Budget Analyst that "I appreciate that you have been under considerable pressure to prepare this report and therefore you were not able to take the time that would be required to do a thorough study." I was under no undue pressure to prepare this report in comparison to any other report. Furthermore, we took all of the time needed to prepare what we consider to be a very thorough and comprehensive study.
- The Mayor has referred to our report as an audit and states that our audit was not conducted in accordance with the Government Auditing Standards as established by the Comptroller General of the United States and adopted by the American Institute of Certified Public Accountants. In the first place, the assignment to the Budget Analyst from the Clerk of the Board of Supervisors was very specific. This assignment was not an "audit" but rather a "review and analysis". Nevertheless, we did adhere to those standards including using qualified, knowledgeable staff members on this assignment, maintaining our independence, using due professional care, adequately planning the work and properly supervising the analysts, retaining working papers, etc.
- The Budget Analyst conducted a survey of the organization of the Offices of the Mayor in other cities within California and across the country in order to determine if other cities have a Deputy Mayor system similar to the one in San Francisco. We believe the survey is comprehensive and valid. In conducting the survey, we compared functions of each Mayor's Office and each jurisdiction, and reviewed top level job responsibilities regardless of whether such positions were titled "Deputy Mayor". We also, as shown below, compared salaries of such top level positions regardless of job title.

The Budget Analyst sent survey questionnaires to 25 cities. Responses were received from 23 of the 25 cities. Responses were not received from San Antonio and Washington, D.C. Based on 1986 population figures, 16 of the 20 most populous cities in the country responded to the survey. Using figures compiled by City and State Magazine, which ranks cities by revenue, survey responses were received from the top 13 largest cities and 18 of the top 21 largest cities according to their 1989 ranking.

- In summary, we found that, with the exception of New York City, no other surveyed city has a Deputy Mayor function similar to that of the City and County of San Francisco. New York City, a City government that includes five separate counties and a budget

more than 12.6 times greater than San Francisco, has five Deputy Mayors in contrast to the seven Deputy Mayors in San Francisco.

- Of the 23 surveyed cities, only two of those cities have more than two Deputy Mayors. These two cities are New York City and Indianapolis. New York City has five Deputy Mayors of which one has direct management authority over City departments and four have indirect management authority. Indianapolis has three Deputy Mayors of which two have indirect management authority over all City departments and one who serves in an advisory capacity to the Mayor.
- One City, New York City, has five Deputy Mayors, one City, Indianapolis, has three Deputy Mayors, one City, Los Angeles, has two Deputy Mayors and six cities, Chicago, Denver, Detroit, Nashville, Philadelphia and San Diego each have one Deputy Mayor. In comparison to the seven Deputy Mayors in San Francisco, 14 of the 23 cities that responded to the survey have no Deputy Mayors.
- With the exception of New York City, no city had a single employee within the Mayor's Office receiving a salary equal to San Francisco's highest paid Deputy Mayor who is compensated \$102,573 annually. San Francisco's \$102,573 Deputy Mayor's compensation is 54 percent more than the \$66,423 average salary for the highest paid employee in the Mayors' Offices of the 23 cities surveyed. The annual salary of the other six Deputy Mayors in San Francisco is \$94,458 or 42 percent more than the \$66,423 highest average salary in the surveyed cities.
- With the exception of New York City, Detroit, and Los Angeles the number of employees in the Mayor's Office in San Francisco was the highest of all the surveyed cities. Excluding New York City, whose budget is over 12.6 times greater than San Francisco, the 82 budgeted employees in the Mayor's Office in San Francisco is 128 percent more than the average number of 36 employees in the Mayor's Offices of the surveyed cities.
- New York City is the only City of the surveyed cities where the budget for the Mayor's Office, the number of employees in the Mayor's Office and the top salary in the Mayor's Office all exceed San Francisco. The budget for the Mayor's Office in New York City is 7 times as large and the number of employees in the Mayor's Office in New York City is approximately 6 times as large as the Mayor's Office in San Francisco. However, as previously noted, the budget for New York City is 12.6 times greater than San Francisco and the number of City employees is approximately 9.8 times greater than San Francisco.

1. The first step in the process of identifying the best solution is to define the problem. This involves identifying the key stakeholders, the current state of affairs, and the desired outcome. It is important to have a clear understanding of the problem before proceeding to the next steps.

2. Once the problem has been defined, the next step is to generate potential solutions. This can be done through a variety of methods, such as brainstorming sessions, SWOT analysis, or PESTLE analysis. It is important to generate as many options as possible, even if they may seem far-fetched at first.

3. After generating potential solutions, the next step is to evaluate them. This involves assessing each option based on its feasibility, cost, and potential impact. It is important to consider both short-term and long-term implications of each solution.

4. Once the potential solutions have been evaluated, the next step is to select the best one. This can be done through a variety of methods, such as a weighted scoring system or a consensus-based approach. It is important to choose a solution that aligns with the organization's values and goals.

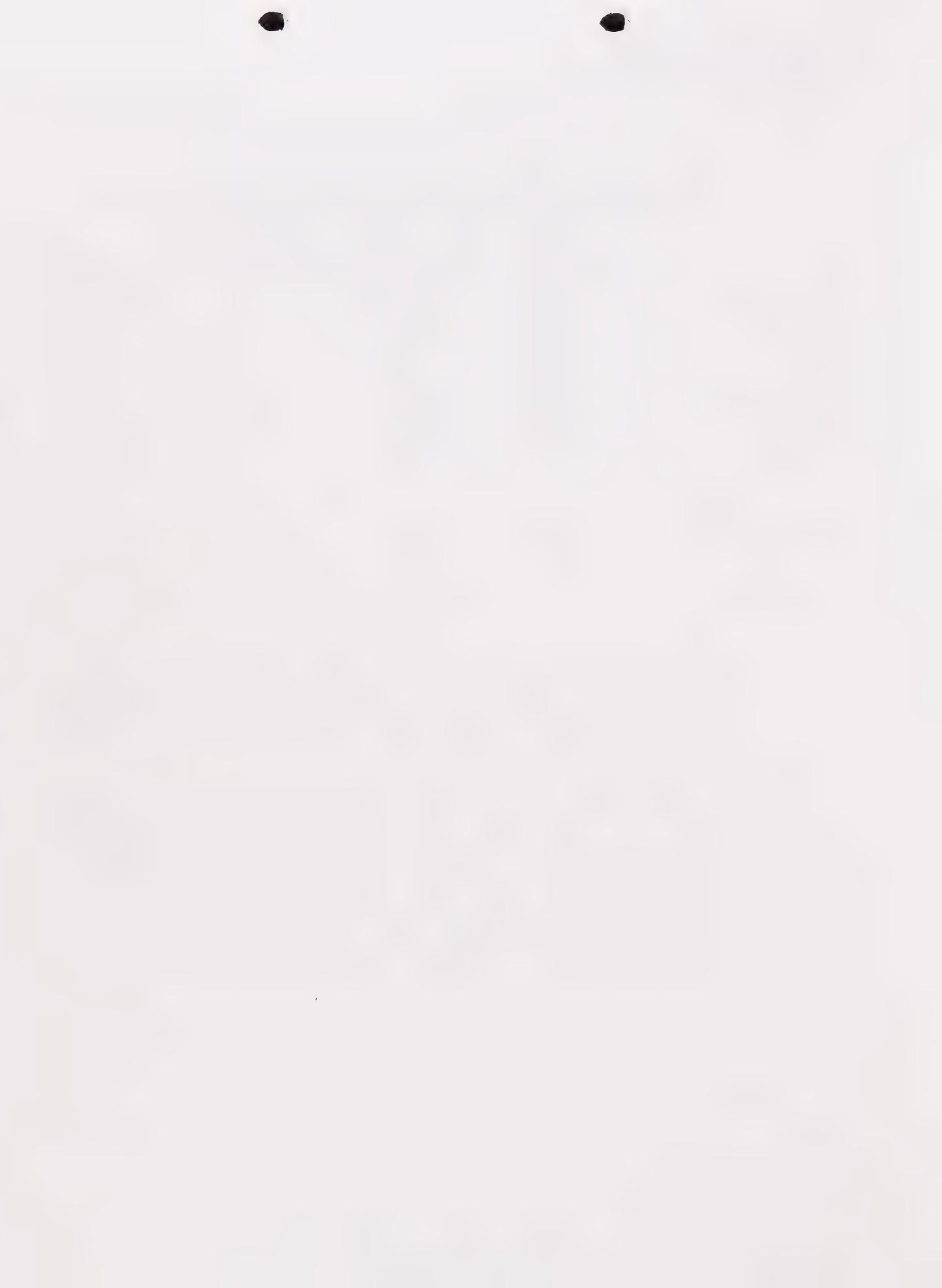
5. Finally, the selected solution needs to be implemented. This involves developing a plan of action, assigning responsibilities, and monitoring progress. It is important to communicate the plan to all stakeholders and seek their input and support throughout the implementation process.

- With respect to other combined City/County governments, the table below summarizes the comparisons of the data received.

<u>City</u>	<u>City Budget</u> <u>(millions)</u>	<u>Mayor's Budget</u> <u>(thousands)</u>	<u>Mayor's Office</u> <u>Employees</u>	<u>Top Salary</u>
Philadelphia	\$2,900	\$2,400	52	\$80,100
San Francisco	2,100	4,945	82	102,573
Baltimore	2,024	2,428	60	84,800
Boston	1,302	1,645	34	63,000
Denver	880	911	14	60,000
Jacksonville	770	2,434	29	76,230
Indianapolis	750	1,272	28	52,000
St. Louis	447	1,100	15	77,000
Memphis	393	450	7	40,000
Average Excluding San Francisco	\$1,183	\$1,580	30	\$66,641
% S.F. above Average	78%	213%	173%	54%

The figures in this table are comparable to those in the entire sample. San Francisco has the largest budget for the Mayor's Office, the largest number of employees in the Mayor's Office and the highest top salary. This highest salary of \$102,573 is \$17,773 higher than the next highest salary.

- The table below totals the salaries paid to Deputy Mayors for those cities which have such titled positions. San Diego is not included because that Deputy Mayor is a member of the City Council and does not serve under the Mayor. The Deputy Mayor in the City of Denver is included although technically, since this employee is the head of the Department of Public Works, the employee does not work in the Mayor's Office. The table shows that of all of the surveyed cities, San Francisco is paying the highest amount in salaries to employees with the title Deputy Mayor.

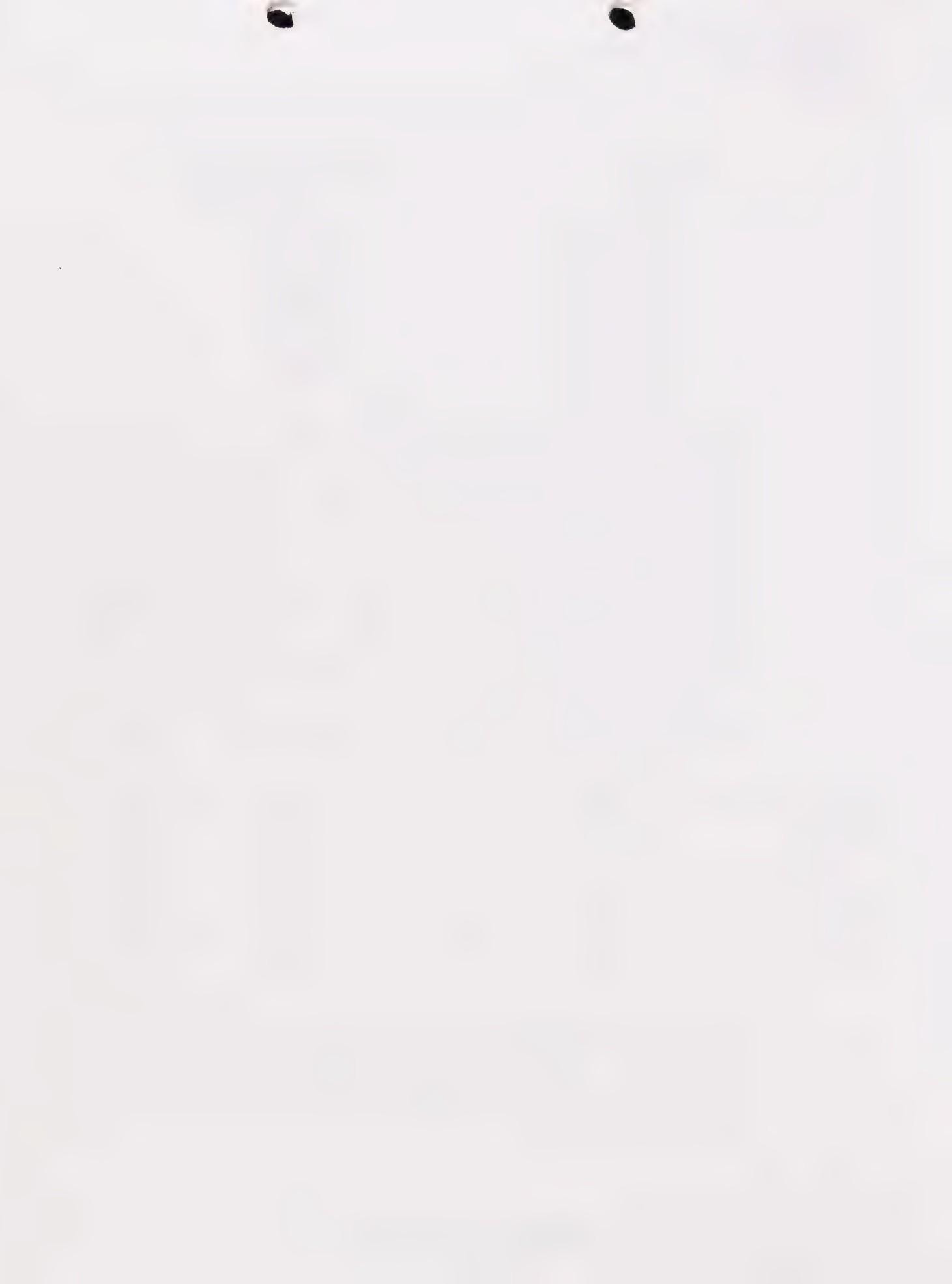


<u>City</u>	<u>Total Salaries of Deputy Mayor Positions</u>
San Francisco	\$669,321
New York	561,500
Los Angeles	170,000
Indianapolis	156,000
Chicago	93,500
Philadelphia	81,100
Denver	80,000
Nashville	65,000

- Since some cities do not have Deputy Mayors, the table below provides information on the total salaries of the top seven positions within the Mayor's Office and the average salary of the top seven positions for the eight surveyed cities with the largest city budgets excluding San Diego, whose Deputy Mayor is an elected member of the City Council. With the exclusion of San Diego, this also represents the eight surveyed cities with the largest number of employees in their Mayor's Offices. Information on the top seven salaried positions, regardless of whether such positions held the title of Deputy Mayor, were compiled to draw comparisons between the top seven salaried employees in other cities and the salaries of the seven Deputy Mayors of San Francisco.

	<u>City Budget (millions)</u>	<u>No. of Employees</u>	<u>Total Salaries of Top 7 Positions</u>	<u>Average Salary</u>
New York	\$26,500	500	\$765,380	\$109,340
San Francisco	2,100	82	669,321	95,617
Chicago	3,017	60	607,388	86,770
Baltimore	2,024	60	560,000	80,000
Los Angeles	3,247	114	550,000	78,751
Detroit	1,939	126	543,900	77,700
Philadelphia	2,900	52	497,300	71,043
Boston	1,302	33.5	400,500	57,214
Houston	1,490	60	296,950	42,421

- With the exception of New York City, San Francisco has the highest total salaries for the top seven positions in the Mayor's Office and the highest average salary for those top seven positions. The average salary in San Francisco of \$95,617 is 27 percent higher than the average of \$75,405 for the eight cities listed above excluding San Francisco and including New York.



Honorable Tom Hsieh
Member, Board of Supervisors
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- Our complete survey of all 23 cities is shown on page 18 of this report.
- The Mayor's response to our survey stated that our report made conflicting statements. The Mayor stated:

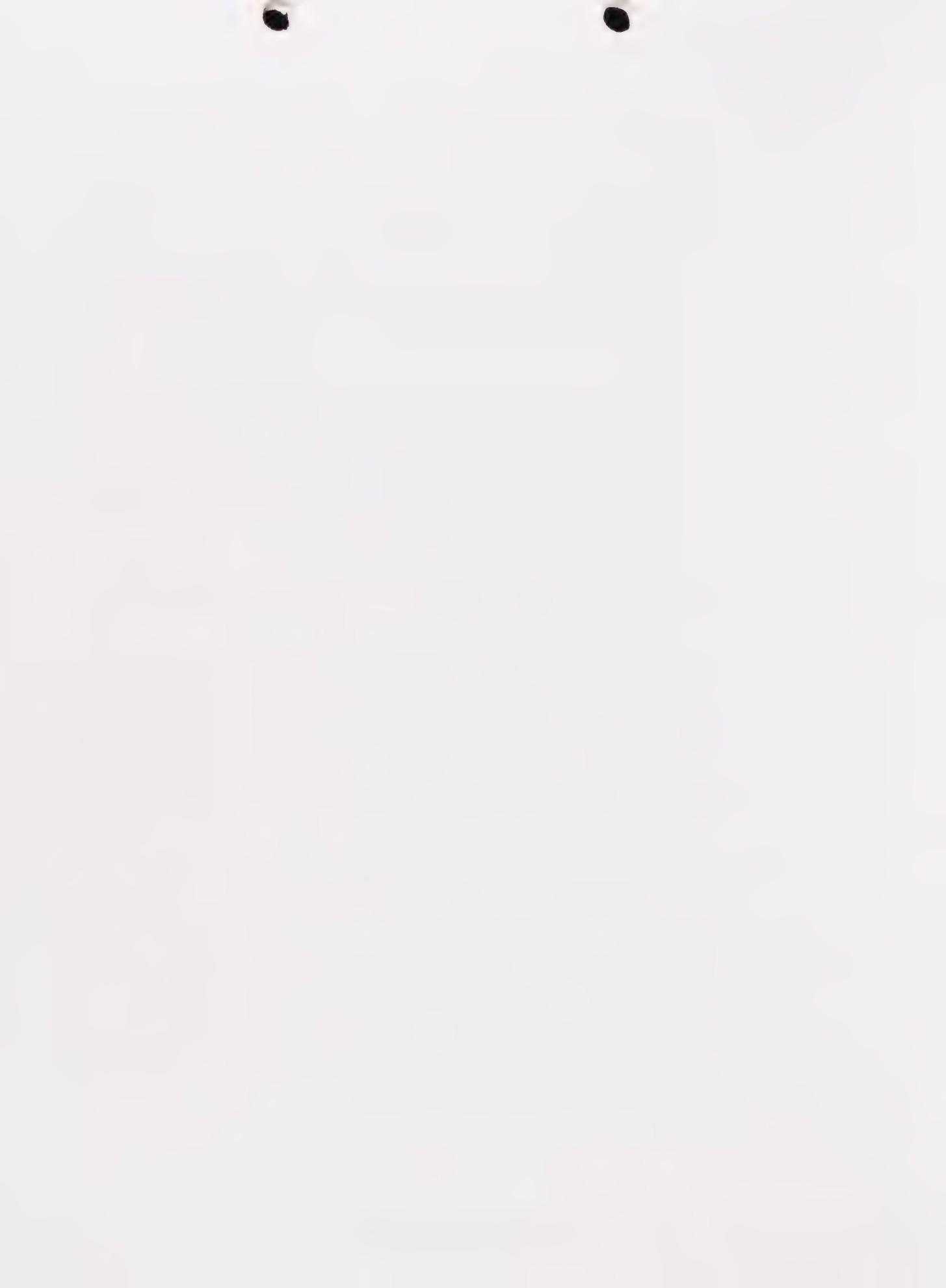
"On page 1 of your draft, you state that: "We believe that the survey is sufficiently detailed to provide a valid comparison between prevailing practices in other major cities and the City and County of San Francisco."

However, on page 14 you state that: "It was not practical for the Budget Analyst to attempt to match up the functions of the mayor's offices in the various survey cities. It should also be noted that the Office of the Mayor in San Francisco has a number of employees that are funded by either state and/or federal grants. Such a situation certainly exists in other cities, but the Budget Analyst did not attempt to gather this information from the survey cities."

My question is this: How can a valid comparison be made if neither the municipal nor the grant-funded functions of my office has been compared with the other offices."

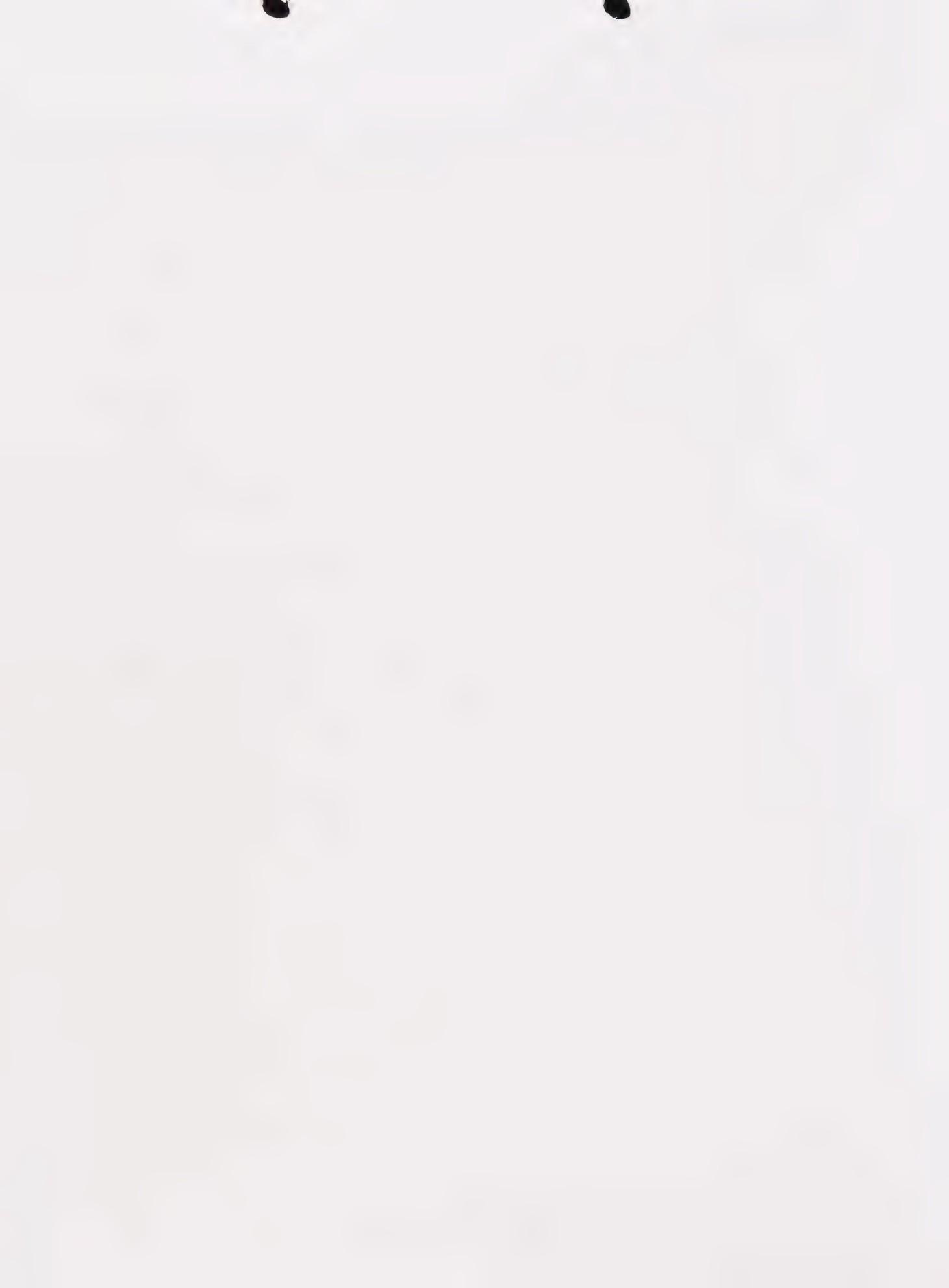
In fact, all of our survey tables included only the 82 budgeted positions in the Mayor's Office (and not the 153 total positions including grant-funded positions) and compared this number of 82 to the total number of positions reported in the Mayors' Offices of the 23 cities included in our survey. These other cities have some grant-funded positions in the numbers which we used to compare with San Francisco. Therefore, our comparisons are not only not inconsistent, they are conservative.

- Furthermore, there are obviously wide variations between cities in not only the number of employees within the Mayor's Office of a given city but also in the responsibilities of city government contained in those Mayors' Offices. San Francisco has a large number of functions including a budget office, an employee relations division, and housing and community development offices that are not included as part of the responsibilities of Mayors' Offices in other cities. On the other hand, other cities and specifically those included in this similarly sized government sample, have responsibilities that are not included as part of the Office of the Mayor in San Francisco.



With respect to overall governmental responsibilities, we also identified whether or not the surveyed cities had such responsibilities as the operation of enterprise departments such as the Port, the Airport and public transit. Some cities, such as Los Angeles, have both, and also operate a sanitation department. Philadelphia operates an Airport and sanitation department. New York, as previously mentioned, is highly diverse and is comprised of five different counties as well. In summary, while some cities surveyed have less diversity when compared to San Francisco, some have equal or greater diversity.

- The Mayor responded that while the \$102,573 salary for the Deputy Mayor for Transit and Infrastructure is technically correct, it includes benefits which would be inconsistent with our tables. However, examination of the contract agreement with this Deputy Mayor reveals no such distinction between salaries and benefits. Compensation is simply stated as the amount of \$102,573.
- The Deputy Mayor for Transit and Infrastructure is paid through a personal services contract with the San Francisco Municipal Railway Improvement Corporation (SFMRIC). SFMRIC is a non-profit corporation created in 1969 which, by agreement with the City and County, was formed to acquire capital improvements (facilities and rolling stock) through the issuance of tax exempt bonds. Under Section 168 of the Revenue Code, the agreement between the City and SFMRIC provides for the lease of such equipment by the Muni, and the payment to SFMRIC of annual amounts needed to retire the existing debt. Current annual payments to SFMRIC by the Muni amount to approximately \$3.1 million. According to the Public Utilities Commission (PUC), such payments to SFMRIC are made from State Bridge Toll Revenue allocated by the Metropolitan Transportation



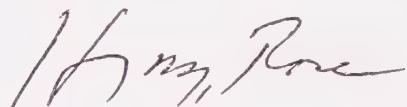
Honorable Tom Hsieh
Member, Board of Supervisors
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Commission. The Deputy Mayor for Transit and Infrastructure is the only City employee funded through the SFMRIC.

- The salary of the Deputy Mayor for Public Safety is partially paid (40%) from State AB90 funds. The Deputy Mayor for Housing and Neighborhood salary is wholly paid from Federal Community Development Block Grant Block (CDBG) funds. The four other Deputy Mayor positions are paid from the General Fund.
- The Mayor stated in his response, referring to the Budget Analyst's survey, "Your report confirms that my decision to establish a cabinet in my office is fairly common." The Budget Analyst's survey did not find that the Deputy Mayor system existing in San Francisco is fairly common.
- Finally, the Mayor responded: "There may be additional comments that I have once my budget staff, which is now fully occupied in preparing the City budget, has had an opportunity to review your work." We welcome such additional comments.

A complete text of the Mayor's response is attached to this report beginning on page 58.

Respectfully submitted,



Harvey M. Rose
Budget Analyst

Staff: Ken Bruce, Project Manager
Kurt Abrahamson
Martin Gustavson

cc: President Britt
Supervisor Alioto
Supervisor Gonzalez
Supervisor Hallinan
Supervisor Hongisto
Supervisor Kennedy
Supervisor Maher
Supervisor Nelder
Supervisor Walker
Supervisor Ward
Clerk of the Board
Mayor Agnos
Chief Administrative Officer
Controller
Ted Lakey

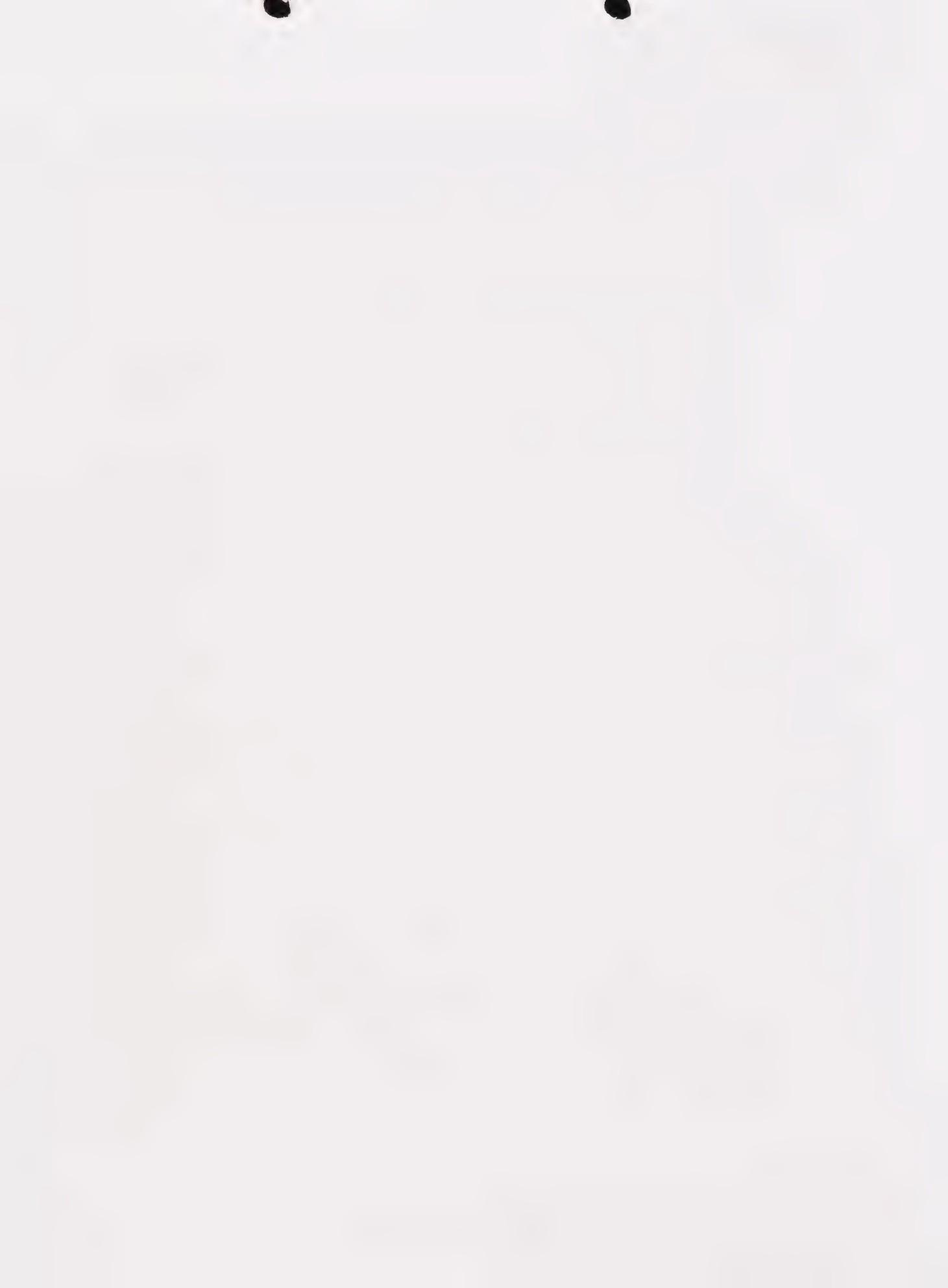


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SECTION I:

INTRODUCTION

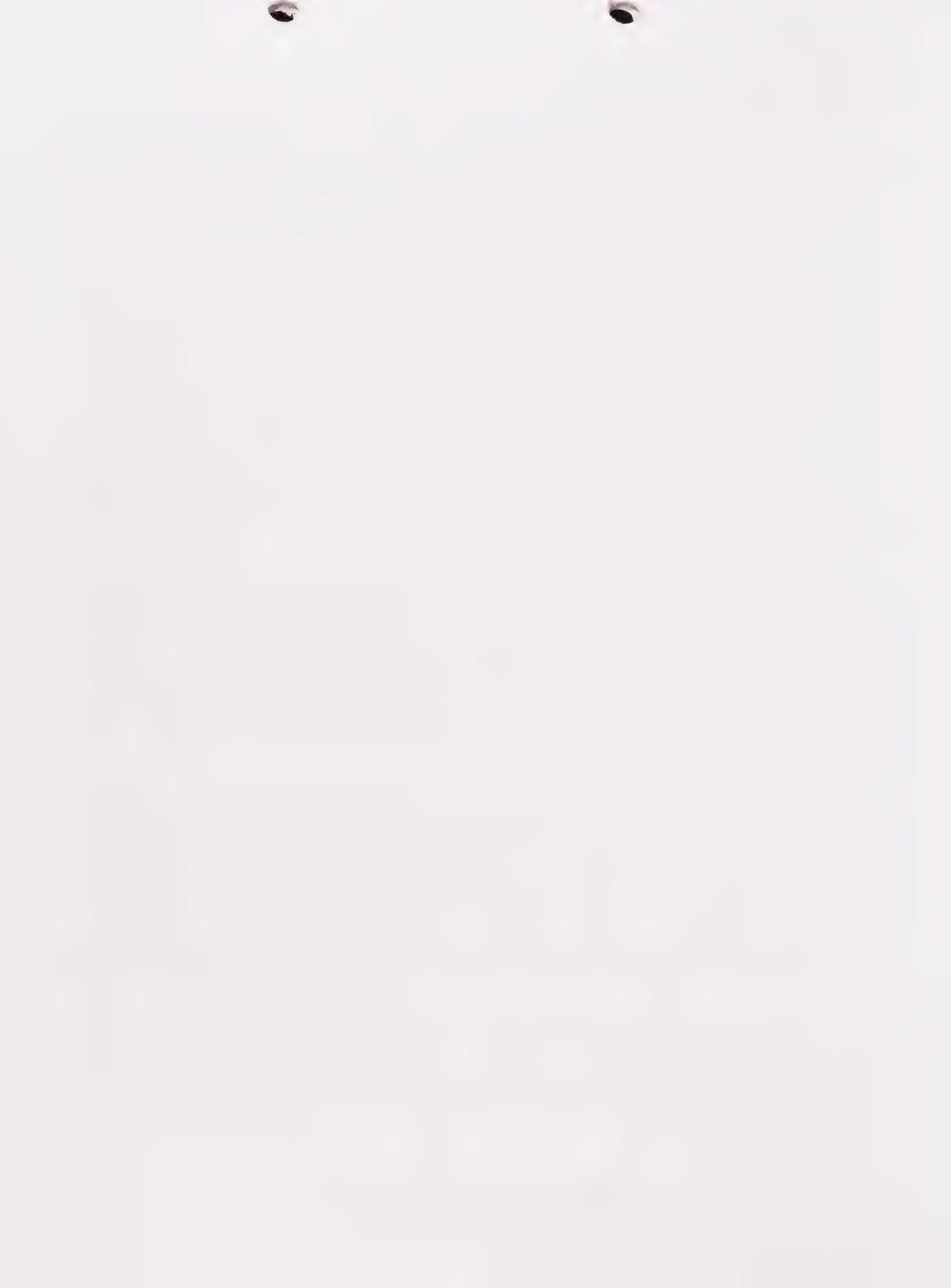
The Budget Analyst has prepared this report at the direction of the Board of Supervisors to review the Deputy Mayor function of the Office of the Mayor. The Board of Supervisors placed no limitation on the scope of this review, but requested that, at a minimum, certain specific questions be answered. These questions are detailed in Attachment 1 to this report.

Our report addresses all specific questions found in Attachment 1, and develops information beyond the original scope of these specific questions in two general areas. First, one of the initial questions posed by the Board of Supervisors simply requested information from other jurisdictions as to the number of Deputy Mayors serving other California or U.S. cities of a similar size, their salaries and responsibilities. The Budget Analyst received comments from the Mayor indicating strong disagreement as to the relevance of such data. We expanded our survey efforts in order to provide data regarding the comparability of such jurisdictions to characteristics of the City and County of San Francisco. We believe that the survey is sufficiently detailed to provide a valid comparison between prevailing practices in other major cities and the City and County of San Francisco. The results and supporting data are presented in SECTION III - SURVEY RESULTS, of this report.

Second, in response to the Board of Supervisors initial inquiries, the Deputy Mayor for Government Operations furnished a document to the Budget Analyst that provided a general description of the Mayor's Office organization, staffing and personnel costs, in contrast to staffing and costs during the last fiscal year of the prior Mayor's administration. Using this document as a baseline, the Budget Analyst has developed a complete and total comparison of staffing and personnel costs under the present administration in relation to fiscal year 1987-88. The results of this analysis are described in detail in SECTION IV - STAFFING AND PERSONNEL COST ANALYSIS.

After the commencement of our analysis, the Budget Analyst was informed by the Mayor that our access to the Mayor's staff on the matters to be addressed by this report would be constrained. All questions and inquiries had to be directed to the Mayor himself. The Budget Analyst was not to be permitted to interview either Deputy Mayors or other staff of the Mayor's Office on the subjects to be addressed by this report. Further, access to any documents would be restricted to those items generally available under the California Public Records Act. The Budget Analyst informed the Board of Supervisors of the Mayor's restrictions on our review by letter to the Clerk of the Board of Supervisors dated February 2, 1990.

As a result of this limitation on the review process, much of the information obtained from the Deputy Mayors regarding their duties and responsibilities was provided in written form following submission of a second written list of questions from the Budget Analyst to the Deputy Mayor for Government Operations.



SECTION II:

MAYOR'S INITIAL RESPONSE TO QUESTIONS PERTAINING TO DEPUTY MAYORS AND ADDITIONAL INFORMATION OBTAINED BY THE BUDGET ANALYST

Attachment 2 to this report provides the Mayor's initial response to the original questions put forth by the Board of Supervisors. Below, we have summarized these responses and additional information obtained by the Budget Analyst. Since other sections of this report specifically address some of these questions, we also reference these sections below.

1. How many Deputy Mayor positions are now authorized and filled?

Seven Deputy Mayor positions are authorized in the Annual Salary Ordinance. All seven positions are presently filled.

(Also, see Section IV)

2. When was the first "Deputy Mayor" position established? For what purpose?

According to the Civil Service Commission, the first Deputy Mayor positions were created in 1973 under former Mayor Alioto. Two such positions were created, a Deputy Mayor for Development and a Deputy Mayor for Social Programs. We have not been able to acquire further information on the responsibilities of the original Deputy Mayors.

3. What are the specific responsibilities of each current Deputy Mayor?

The Mayor's initial explanation for the specific responsibilities of each current Deputy Mayor was to provide copies of the 1989-90 Budget Summary Explanation for each Division of the Mayor's Office. Since these summary descriptions addressed the general activities of the Mayor's Office, we inquired further to get more information on the specific responsibilities of the individual Deputy Mayors.

We requested a description of the key activities that account for the majority of their working hours; specific objectives that are being addressed by such key activities; the results that are expected to be achieved and the results achieved to date, examples of the work product of the Deputy Mayors, written policy guidelines or instructions provided to the Deputy Mayors to direct their efforts.

The Mayor's response to these questions are summarized in Section V.



4. What are their Civil Service classifications?
5. Are Civil Service job specifications developed for these positions? If not, have any other job specifications been created?

The Civil Service classification for these positions is A883 Deputy Mayor. This classification was created in 1988. The 'A' designation means that the positions are subject to classification by the Civil Service Commission. The Civil Service Commission stated that they had not yet considered classification of these positions because they were awaiting draft class specifications that were to be prepared by the Mayor's Office.

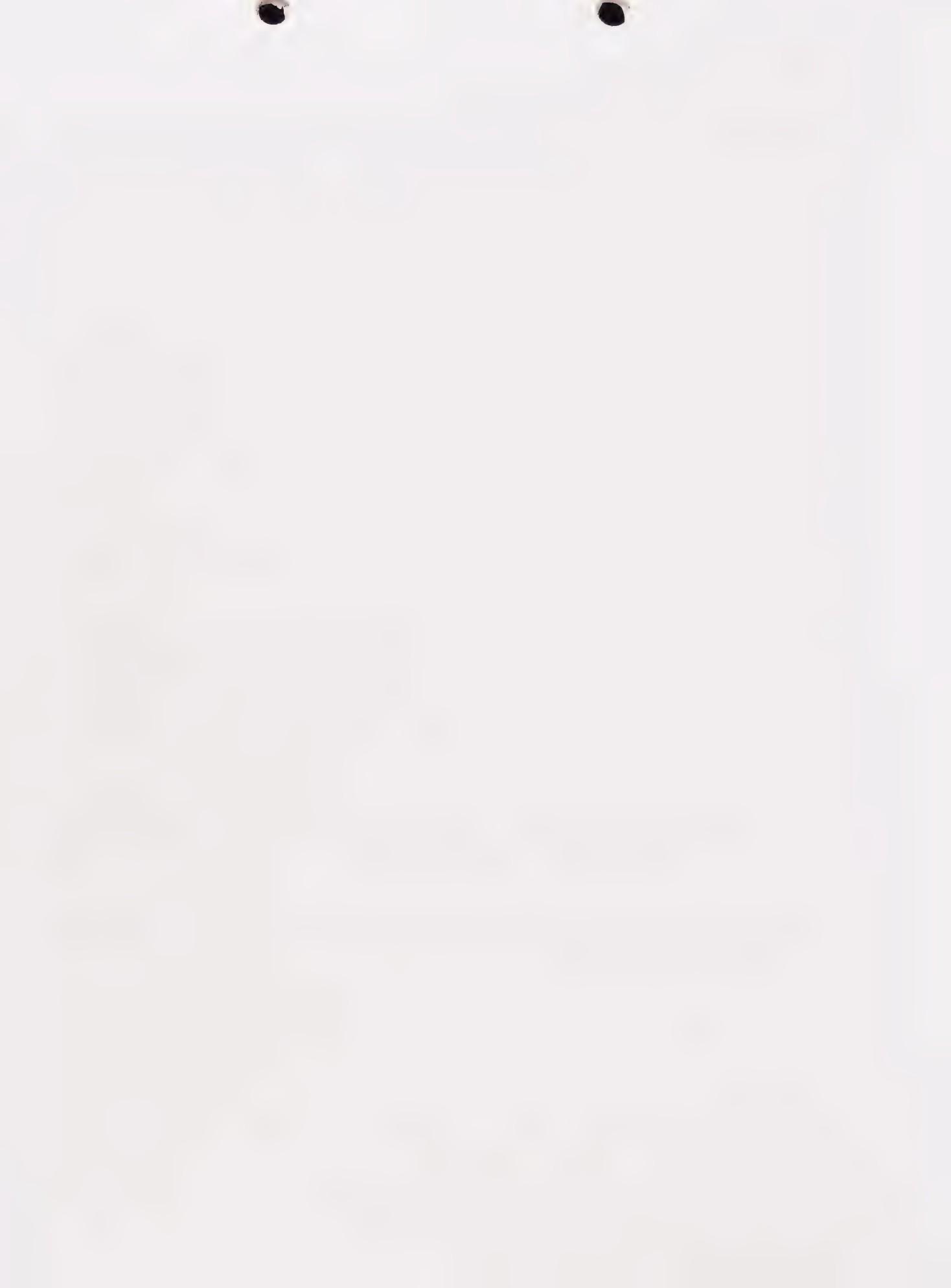
The Mayor's Office originally told us that preparation of class specifications for these positions was to be part of an overall re-classification of the entire Mayor's Office, including the Assistant to the Mayor I - VII classification series for which there are likewise no class specifications. This reclassification proposal was to be finished for submission to Civil Service by June, 1990. We are now informed that the classification plan is not expected to be finished until the end of the 1990 calendar year.

6. What are the annual salaries of each Deputy Mayor? What are the benefits and perquisites of these positions?

The Deputy Mayor for Transit and Infrastructure, under contract to the San Francisco Municipal Railway Improvement Corporation (SFMRIC, see item 7 below), receives personal service contract payments of \$102,573 annually. The Mayor states that this amount is divided into an \$89,000 salary and that the balance of \$13,573 represents a "benefits package". However, examination of the contract agreement reveals no such distinction. Compensation is simply stated as the amount of \$102,573.

All other Deputy Mayors receive an annual salary of \$94,458. After six months of employment, these Deputy Mayors receive City Health Service System coverage. The cost of this benefit is \$1,707 annually. The Deputy Mayors receive no Retirement System benefits.

The Deputy Mayor for Government Operations informed the Budget Analyst that the Deputy Mayors receive no perquisites in addition to their salaries and health benefits.



7. What are the funding sources for the Deputy Mayor positions?

The salary of the Deputy Mayor for Public Safety is partially paid (40%) from State AB90 funds.

The Deputy Mayor for Housing and Neighborhood salary is wholly paid from Federal Community Development Block Grant Block (CDBG) funds.

The Deputy Mayor for Transit and Infrastructure is paid through a personal services contract with SFMRIC as stated above. SFMRIC is a non-profit corporation created in 1969 which, by agreement with the City and County, was formed to acquire capital improvements (facilities and rolling stock) through the issuance of tax exempt bonds. Under Section 168 of the Revenue Code, the agreement between the City and SFMRIC provides for the lease of such equipment by the Muni, and the payment to SFMRIC of annual amounts needed to retire the existing debt. Current annual payments to SFMRIC by the Muni amount to approximately \$3.1 million. According to the Public Utilities Commission (PUC), such payments to SFMRIC are made from State Bridge Toll Revenue allocated by the Metropolitan Transportation Commission. This is the only City position funded through the SFMRIC.

All other Deputy Mayor positions are paid from the General Fund.

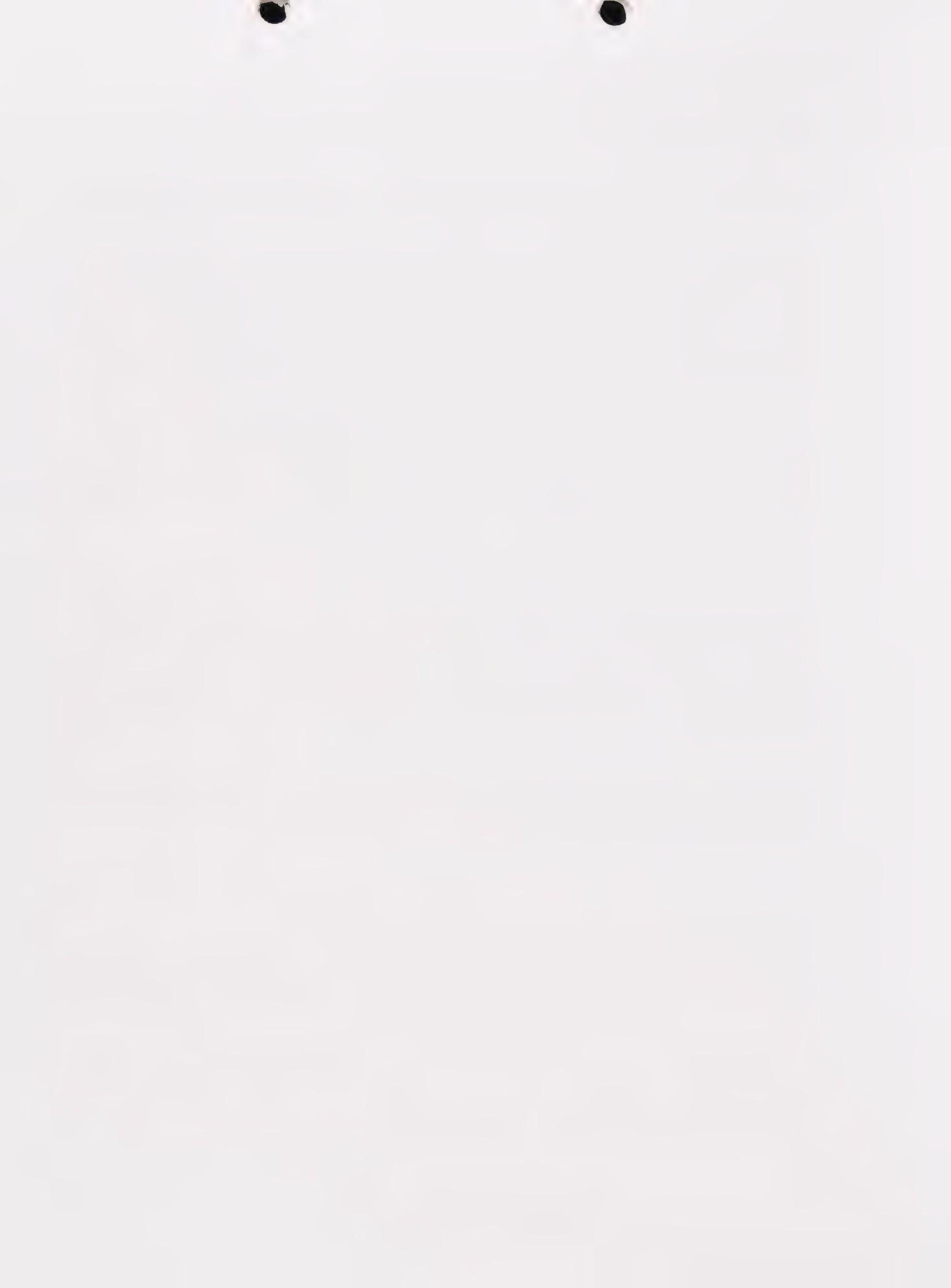
The Deputy Mayor for Transit and Infrastructure has been working under this contractual agreement since 1986 according to the Mayor. This Deputy Mayor has submitted a resume which indicates that from 1983 to 1988 he worked under the title of Director, Planning and Development, San Francisco Public Utilities Commission. From 1981 to 1983, this individual was employed in the Civil Service classification of Assistant General Manager, PUC.

Further discussion of this Deputy Mayor's current duties and responsibilities and SFMRIC contractual arrangements pertaining to the Deputy Mayor may be found in Section V of this report.

8. How many of the Deputy Mayors are San Francisco residents?

The Mayor's Office reports that five of the seven Deputy Mayors are San Francisco residents. The Deputy Mayors for Government Operations and Budget and Finance are residents of Oakland and Berkeley respectively.

The only information to the contrary is the differences found in the resume submitted by the Deputy Mayor for Transit and Infrastructure, which lists a San Francisco residence, and the contract with SFMRIC which indicates an address in Marin County. As of the writing of this report, we have not been provided with reasons for this difference in address.



9. What are the working titles of each Deputy Mayor and how are they used? Was it a misrepresentation for the Deputy Mayor for Finance to send out a Proposition 'P' campaign letter under unofficial "City of San Francisco" stationery, signing her title as "Budget Director"?

The working titles of the Deputy Mayors are Deputy Mayor for:

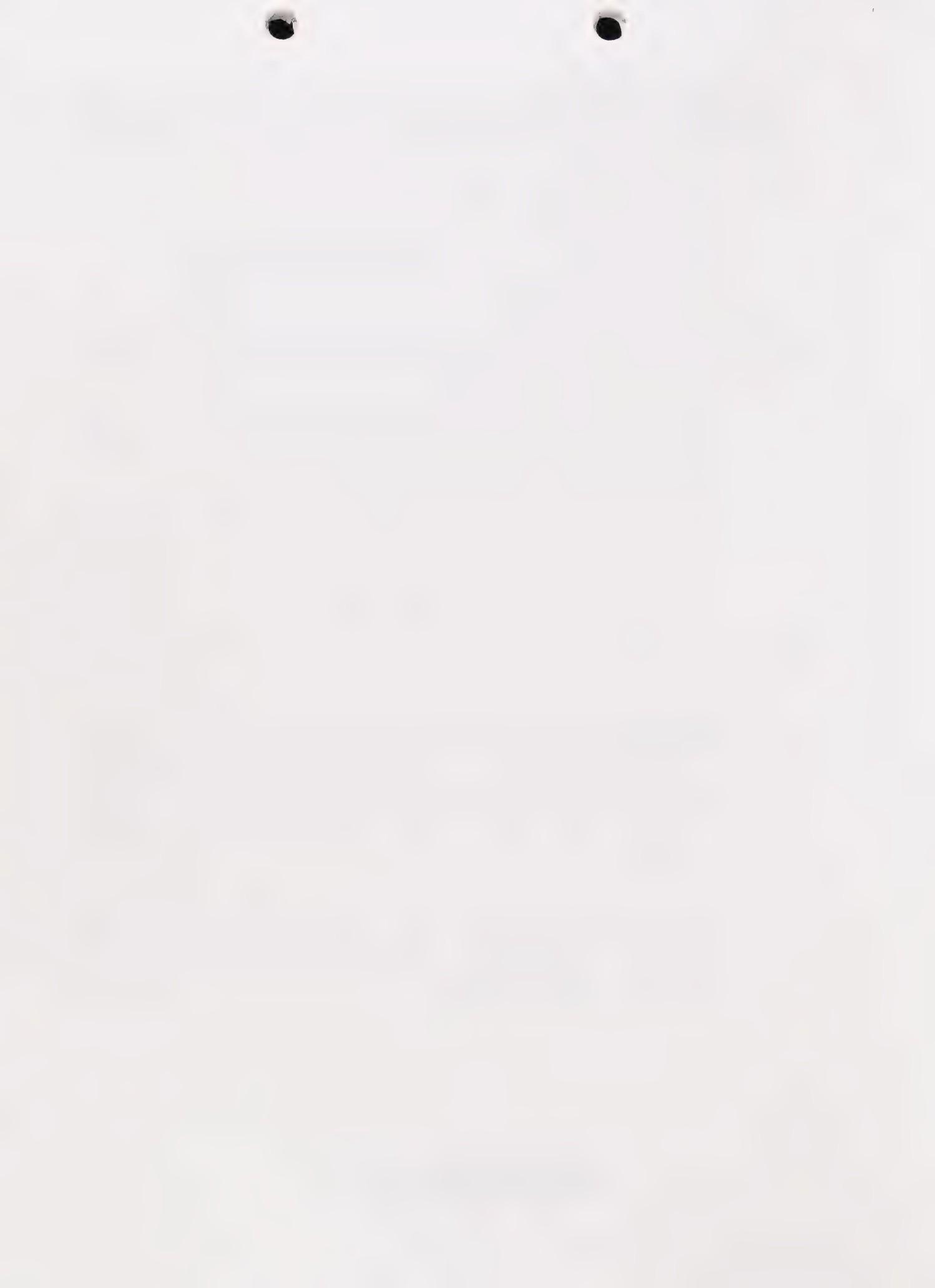
Government Operations	Public Safety
Budget and Finance	Health and Human Services
Economic Development	Transit and Infrastructure
Housing and Neighborhoods	

Whether or not the Proposition P campaign letter produced by the Deputy Mayor for Budget and Finance was a misrepresentation appears to be a matter of opinion. The facts are that:

- The letter was sent under a letterhead that said "City of San Francisco". This was not an official letterhead of the City and County.
- The letter was signed by the author, and her title was listed simply as "Budget Director" instead of Deputy Mayor for Budget and Finance.
- The type of computer used for the desktop publishing production of the letter is available in the Mayor's Office.

The response of the Mayor's Office to this question and follow-up inquiries is that:

- This was not a misrepresentation since the Deputy Mayor for Budget and Finance "...is often referred to as the City's Budget Director in the media as well as the public." And, "Frequently, in meetings with members of the public or city departmental personnel, people who are not familiar with the Deputy Mayor's formal title refer to her as the City's Budget Director. It is a descriptive term." And, "It's use was frankly unintentional and irrelevant."
- "The text of the brochure in question was written by the Deputy Mayor on her own time at her own home. However, it was produced and printed by campaign staff while she was on vacation. The designation was chosen by campaign staff as a descriptive term of her function."



- Copies of Proposition P campaign receipts were provided at the request of the Budget Analyst. One such copy seems to indicate that the desktop publishing of the letter was performed by a vendor. However, the receipt copy contained no vendor name and did not specifically identify the document as the Proposition P campaign letter prepared and signed by the Deputy Mayor for Budget and Finance.
- The designation did not serve a campaign purpose. According to the Mayor, "To the contrary. The use of her official title of Deputy Mayor for Budget and Finance would have been more impressive and consequently would have served a better campaign purpose."

In the view of the Budget Analyst, the only valid dissenting opinion regarding the issue of "misrepresentation" is that the use of the "City of San Francisco" letterhead, coupled with the term "Budget Director" as the Deputy Mayor for Budget and Finance job title, did serve a campaign purpose in that it created the appearance of independence from the Mayor's well known public position on the ballot issue, whereas the official job title, showing that the position officially reports to the Mayor, would have indicated otherwise.

The Mayor's statement that this issue is irrelevant is apparently based on the fact that Proposition P was defeated by the voters in November, 1989.

10. What are the controls with respect to the responsibilities, accountability and workload of each Deputy Mayor?

The Mayor's response states that he is responsible for controlling the Deputy Mayors. No written policies, procedures or instructions suggesting otherwise have been provided in response to the request of the Budget Analyst.

In a follow-up question, inquiring as to the decision making authority vested in the Deputy Mayors, the Mayor responded that all decisions are made by the Mayor.

11. What conflict of interest laws are these positions subject to? Obtain and review filings made in compliance with these laws.

The Mayor responds that he requires Deputy Mayors to comply with the same conflict of interest laws as elected officials.

We have obtained and reviewed Statements of Economic Interest for each of the Deputy Mayors and, presuming their accuracy, have nothing to report. These documents are publicly available. We have no findings as a result of this review.



12. Do other California or U.S. cities of similar size have Deputy Mayors? What are their salaries and responsibilities?

The Mayor has stated that a comparison of the Deputy Mayor system in San Francisco with other jurisdictions is "inherently flawed and therefore useless" without comparing "each and every responsibility of San Francisco's Mayor with the responsibilities to be found in other cities".

To compare each and every responsibility of the 23 surveyed cities with the San Francisco Mayor's Office would require a detailed analysis of such cities far beyond the scope of this report. However, the Budget Analyst did greatly expand the survey beyond the intention of the original question. Based on the detailed survey conducted by the Budget Analyst, we believe that our survey is valid . The outcome of the survey is that with the exception of New York City, no other surveyed city has a Deputy Mayor function similar to that of the City and County of San Francisco. New York City, a city government that includes five separate counties and a budget more than 12 times greater than San Francisco, has five Deputy Mayors in contrast to the seven Deputy Mayors in San Francisco.

This survey did not include fringe benefits including retirement, health, dental, optical, social security, workers compensation, disability insurance, unemployment insurance, vacation, sick leave and holiday pay, the terms and conditions of which significantly vary from City to City.

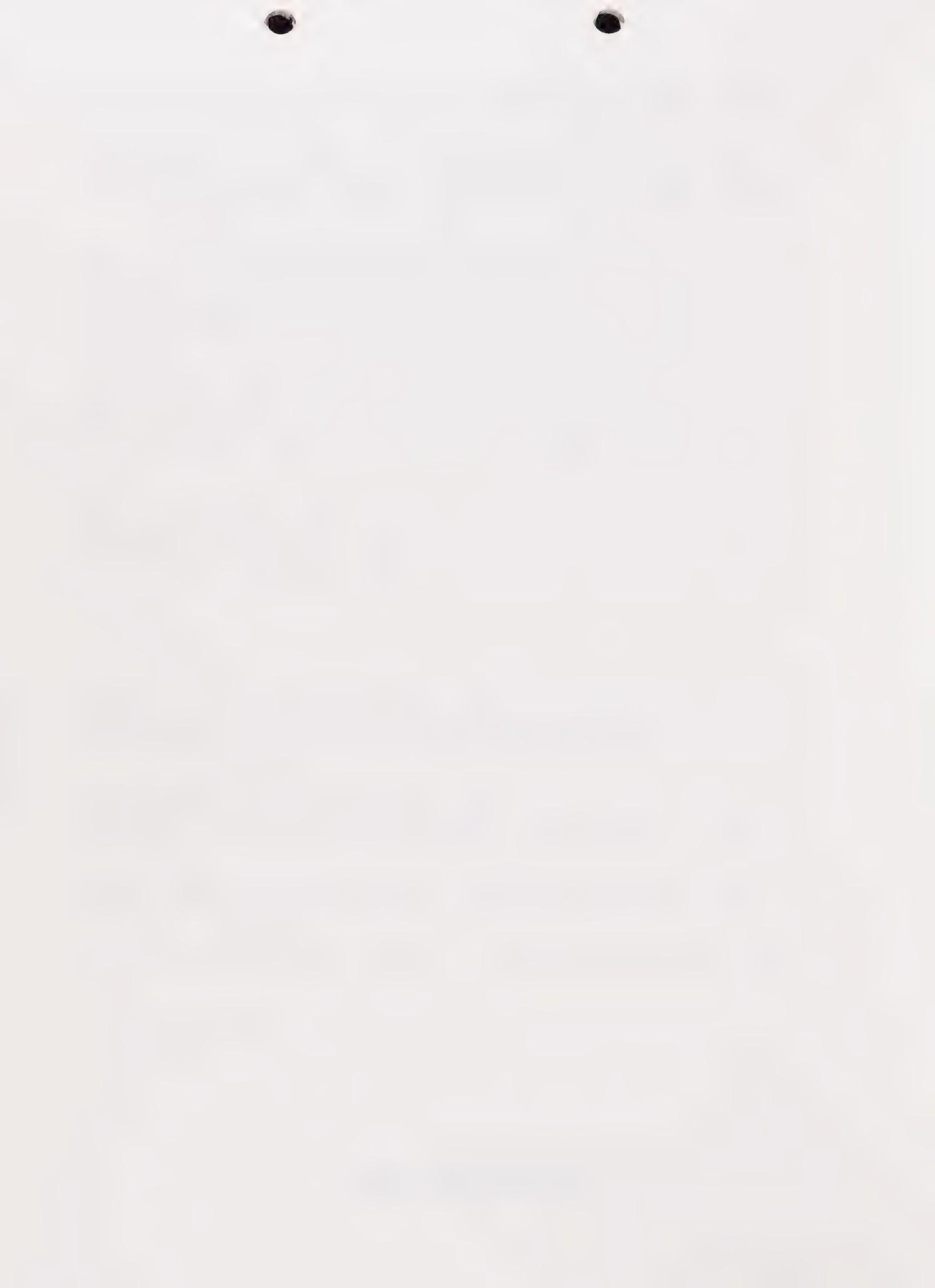
The results of the survey are contained in Section III.

13. Do the Deputy Mayors and or any other positions in the Mayor's office officially serve as liaisons with the Offices of the Board of Supervisors? If so, what are their specific duties? To whom do they report on such matters?

The Deputy Mayor for Government Operations has been assigned to "coordinate the Mayor's City, State and Federal legislative affairs." An Assistant to the Mayor position reports to the Deputy Mayor for Government Operations as liaison to the Board of Supervisors.

The Mayor adds that "Each Deputy and other staff are also called upon to work with the Board on their specific areas of responsibility."

Finally, we are informed that all of the Mayor's staff report ultimately to the Mayor.



14. How many Assistant to the Mayor positions are now authorized and filled?

The Mayor reports that there are 42 authorized Assistant to the Mayor positions, of which 37 are filled.

Our analysis indicates that there are 45 authorized Assistant to the Mayor positions, of which 43 are filled. (Also, see Section IV.)

15. What is the difference between the Deputy Mayor positions and the Assistant to the Mayor positions?

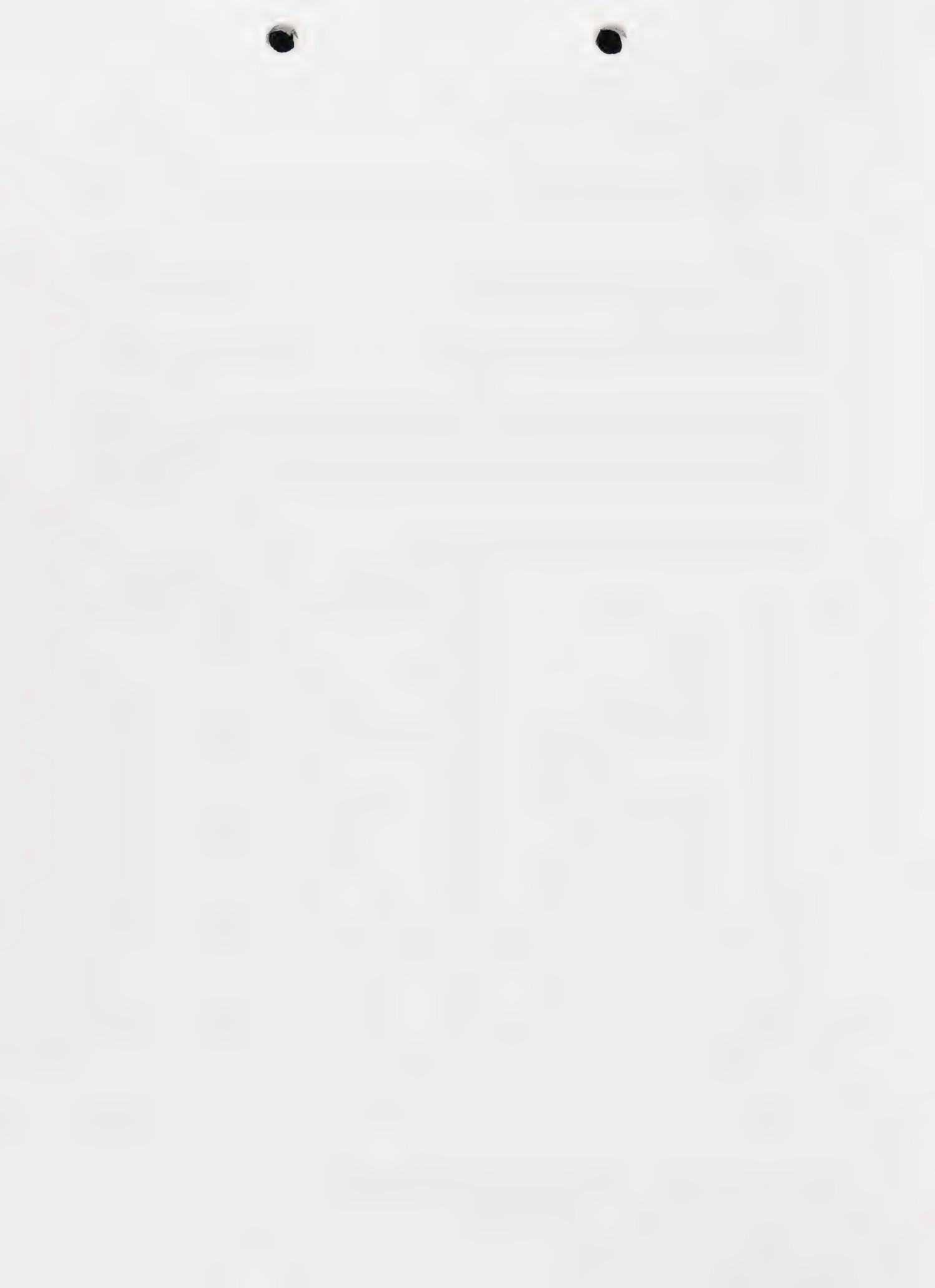
The Mayor states that the Deputy Mayor positions are higher level positions than the Assistant to the Mayor positions.

As stated above, no Civil Service class specifications exist for the Deputy Mayor positions or Assistant to the Mayor positions. No other written documents, such as policies and procedures of the Mayor's Office, address this matter. Such positions are located throughout the Mayor's Office in every division.

The salary relationships are shown below.

No.	Class	Title	Bi-weekly salary		Annual salary	
			Maximum	Minimum	Maximum	Minimum
1	1190	Mayor	\$4,706		\$122,827	
7	A883	Deputy Mayor	3,633		94,821	
1	9794	Asst. to Mayor VII	3,145		82,085	
6	9792	Asst. to Mayor VI	2,371		61,883	
14	9790	Asst. to Mayor V	2,129		55,567	
2	9788	Asst. to Mayor IV	1,816		47,398	
5	9786	Asst. to Mayor III	1,690	1,610	44,109	42,021
9	9784	Asst. to Mayor II	1,425		37,193	
8	9782	Asst. to Mayor I	1,251	1,192	32,651	31,111

As noted above, there are 45 Assistant to the Mayor positions.



SECTION III

SURVEY RESULTS

The Budget Analyst conducted a survey of the organization of the Offices of the Mayor in other cities within California and across the country in order to determine if other cities have a Deputy Mayor system similar to the one in San Francisco. The Budget Analyst sent survey questionnaires to 25 cities. Responses were received from 23 of the 25 cities.

The cities chosen for inclusion in the survey were selected for one or more of the following four reasons: 1) the cities were located in California, 2) the cities had a similar population to San Francisco, 3) the cities had a system of government similar to San Francisco's consolidated City and County government and 4) the cities were a large City government. The cities included in the survey are listed below (Some cities appear more than once because they fit more than one of the above listed categories). All of the cities included in the survey are among the top 50 cities according to 1986 population data.

Located in California

Long Beach	Sacramento
Los Angeles	San Diego
Oakland	San Jose

Cities with Similar Sized Population

(According to 1986 population figures, San Francisco is the 12th largest city in the United States. Figures in parentheses indicate population rank of the city.)

Baltimore (11)	Phoenix (10)
Dallas (8)	San Antonio (9)
Indianapolis (13)	San Diego (7)
Jacksonville (17)	San Jose (14)
Memphis (15)	Washington, D.C. (16)

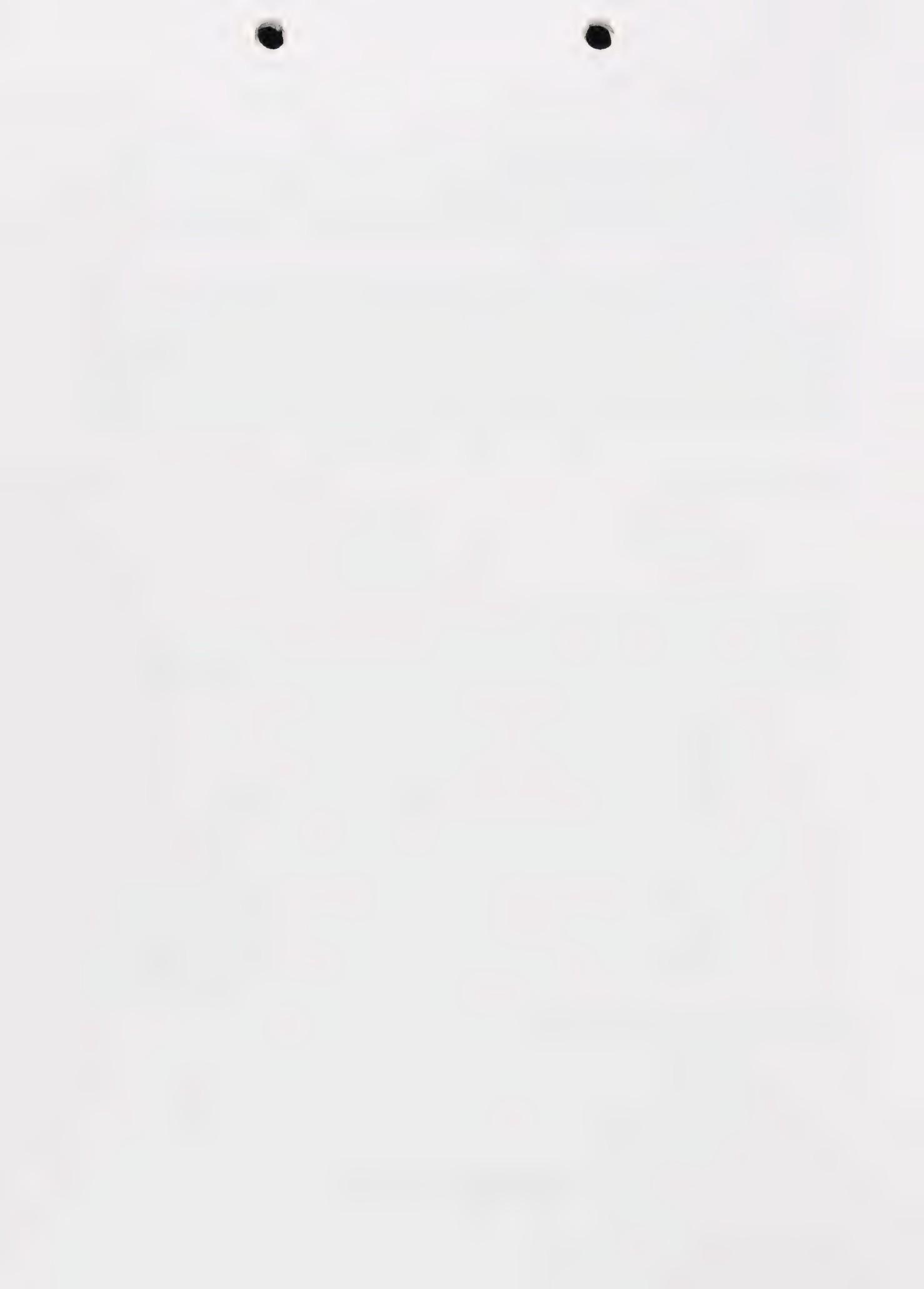
Cities with Combined City/County Government or Independent City

Baltimore	Indianapolis	Philadelphia
Boston	Jacksonville	St. Louis
Denver	Memphis	Virginia Beach
Honolulu	New York City	Washington, D.C. (Federal District)

Cities That Constitute Large City Government

Chicago
Detroit
Houston
New York City

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Responses were not received from San Antonio and Washington, D.C. Based on 1986 population figures, 16 of the 20 most populous cities in the country responded to the survey. Using figures compiled by City and State Magazine, which ranks cities by governmental funds revenue, survey responses were received from the top 13 largest cities and 18 of the top 21 largest cities according to their 1989 ranking.

Jurisdictions were surveyed for the number of Deputy Mayors, their salaries and their responsibilities. Additionally, because of the substantial differences that exist between cities in their form of government, the governmental functions that fall under the responsibility of city government and the different responsibilities of employees within a given city's Mayor's Office, the Budget Analyst obtained more comprehensive information on the organization, functions and responsibilities of the city governments included in the survey. Specifically, additional information was sought from the surveyed cities which have a combined city/county government similar to San Francisco and from cities whose budget is in the range of San Francisco, regardless of the population of that City in comparison to San Francisco. Detailed comparison of these two subsets with San Francisco can be found in the sections below.

Summary of Findings from Survey

The table on page 18 at the end of this Section provides a summary of the responses from all cities surveyed.

Of the 23 surveyed cities, only two of those cities had more than two Deputy Mayors. These two cities are New York City and Indianapolis. New York City has five Deputy Mayors of which one has direct management authority over City departments and four have indirect management authority. Indianapolis has three Deputy Mayors of which two have indirect management authority over all City departments and one who serves in an advisory capacity to the Mayor.

One City, New York City, has five Deputy Mayors, one City, Indianapolis, has three Deputy Mayors, one City, Los Angeles, has two Deputy Mayors and six cities, Chicago, Denver, Detroit, Nashville, Philadelphia and San Diego each have one Deputy Mayor. In comparison to the seven Deputy Mayors in San Francisco, 14 of the 23 cities that responded to the survey have no Deputy Mayors.

With the exception of New York City, no city had a single employee within the Mayor's Office receiving a salary equal to San Francisco's highest paid Deputy Mayor who has a salary of \$102,573. San Francisco's \$102,573 Deputy Mayor's compensation is 54 percent more than the \$66,423 average salary for the highest paid employee in the Mayors' Offices of the 23 cities surveyed. The annual salary of the other six Deputy Mayors in San Francisco is \$94,458 or 42 percent more than the \$66,423 highest average salary in the surveyed cities.

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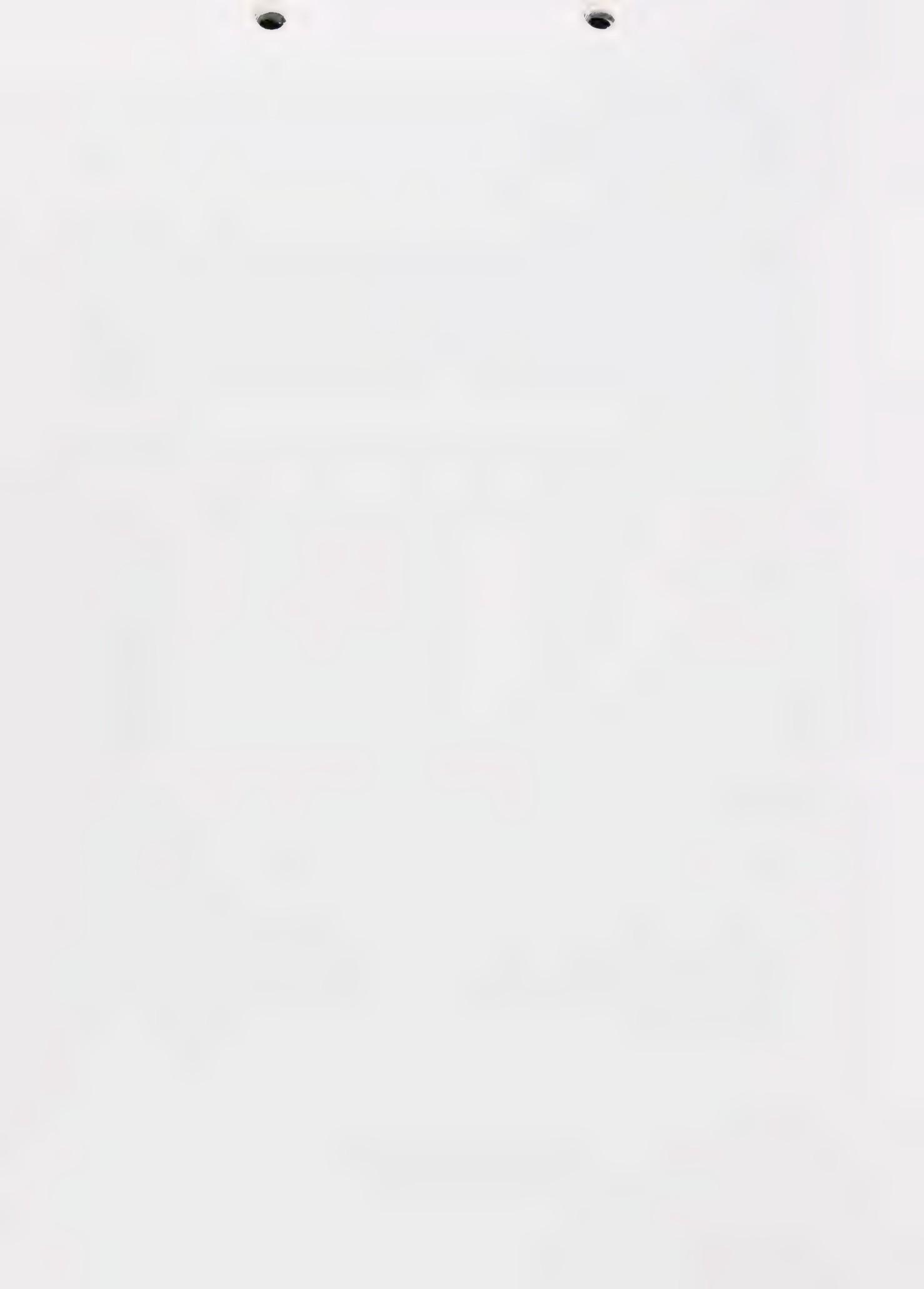
With the exception of New York City, Detroit, and Los Angeles the number of employees in the Mayor's Office in San Francisco was the highest of all the surveyed cities. Excluding New York City, whose budget is over 12.6 times greater than San Francisco, the 82 employees in the Mayor's Office in San Francisco is 128 percent more than the average number of 36 employees in the Mayor's Offices of the surveyed cities.

New York City is the only city of the surveyed cities where the budget for the Mayor's Office, the number of employees in the Mayor's Office and the top salary in the Mayor's Office all exceed San Francisco. The budget for the Mayor's Office in New York City is 7 times as large and the number of employees in the Mayor's Office in New York City is approximately 6 times as large as the Mayor's Office in San Francisco. However, as previously noted, the budget for New York City is 12.6 times greater than San Francisco and the number of city employees is approximately 9.8 times greater than San Francisco.

With respect to other combined City/County governments, the table below summarizes the comparisons of the data received.

<u>City</u>	<u>City Budget (millions)</u>	<u>Mayor's Budget (thousands)</u>	<u>Mayor's Office Employees</u>	<u>Top Salary</u>
Philadelphia	\$2,900	\$2,400	52	\$80,100
San Francisco	2,100	4,945	82	102,573
Baltimore	2,024	2,428	60	84,800
Boston	1,302	1,645	34	63,000
Denver	880	911	14	60,000
Jacksonville	770	2,434	29	76,230
Indianapolis	750	1,272	28	52,000
St. Louis	447	1,100	15	77,000
Memphis	393	450	7	40,000
Average Excluding San Francisco	\$1,183	\$1,580	30	\$66,641
% S.F. above Average	78%	213%	173%	54%

The figures in this table are comparable to those in the entire sample. San Francisco has the largest budget for the Mayor's Office, the largest number of employees in the Mayor's Office and the highest top salary. This highest salary of \$102,573 is \$17,773 higher than the next highest salary. A table showing the results of all Cities surveyed for this report is appended to the end of this section.



Adjustments for Consumer Price Index

The salary figures compiled in all tables were examined using November 1989 Consumer Price Index statistics (1982-1984 = 100). This was done to adjust the salary figures for differences in the cost of living in the different survey cities. These calculations indicated that for the different comparisons that were made for all the survey cities and for the subgroups, that the average CPI Index for those groupings varied less than 1.5 percent from the November CPI figure for San Francisco-Oakland-San Jose in November 1989 of 127.2. These differences were not considered significant and adjusted salary data has not been provided.

Responsibilities of Deputy Mayors in Other Surveyed Cities

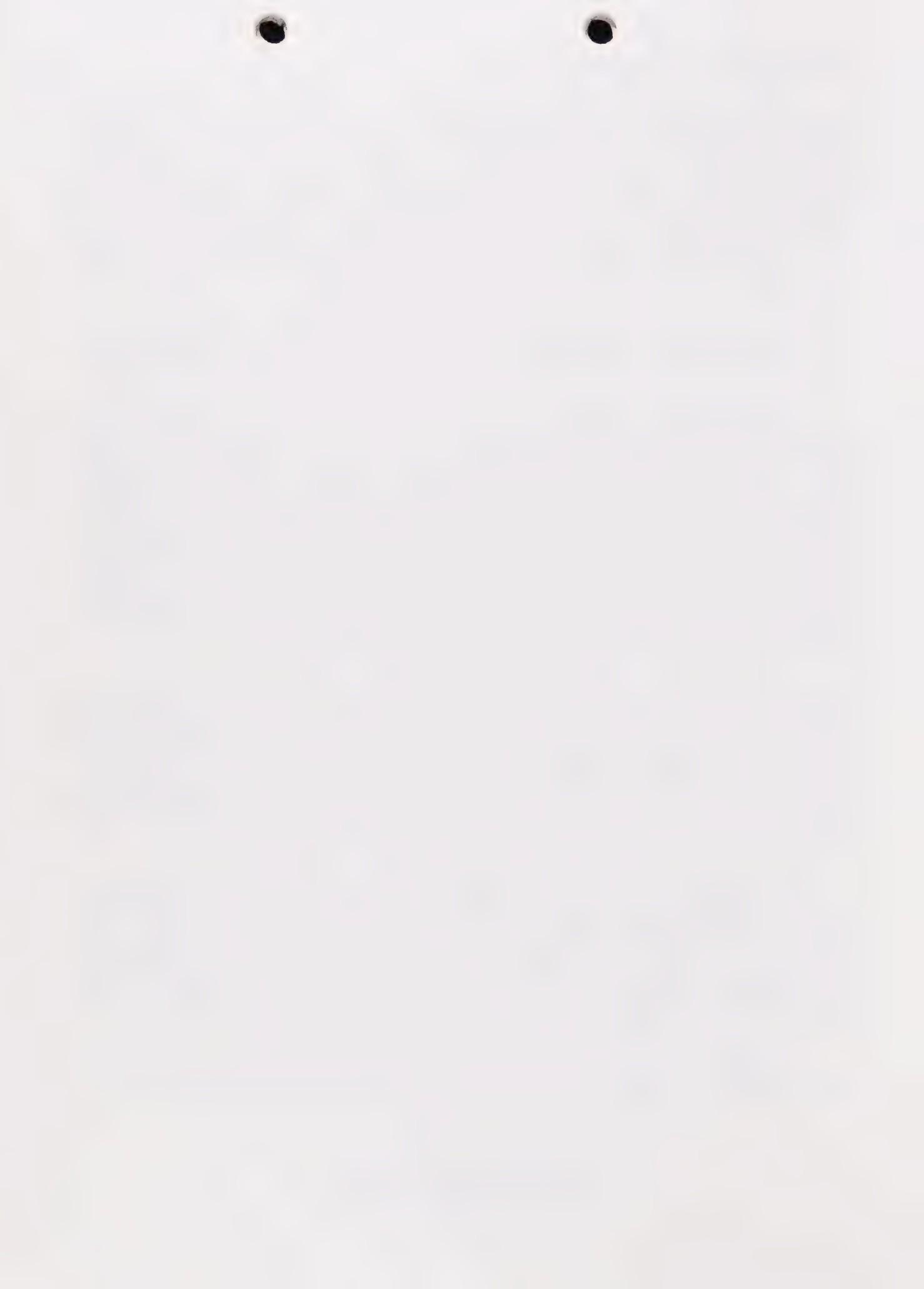
Of the 23 cities surveyed, nine had City employees with the title of deputy mayor. Those cities and the responsibilities of the deputy mayors are as follows:

New York: The City of New York has five deputy mayors. The First Deputy Mayor for Operations (\$113,500) oversees all City agencies and is in charge of day-to-day operations in the City. This individual has direct management authority over City departments. The titles of the other four deputy mayors are: Deputy Mayor for Intergovernmental Relations (\$112,000) who oversees the Mayor's dealings with the City Council and political groups; Deputy Mayor for Economic Development (\$112,000) who oversees the City's dealings with businesses and financial issues; Deputy Mayor for Planning and Development (\$112,000) who oversees infrastructure and transport issues and the Deputy Mayor for Public Safety (\$112,000) who oversees cooperation among the police, the courts, and the district attorneys. These deputy mayors have indirect management authority over the City departments which fall within their jurisdiction.

Indianapolis: As mentioned above, the City of Indianapolis has three deputy mayors: a Senior Deputy Mayor (\$52,000) who serves as the Mayor's Chief of Staff and oversees the operations of five of the six City departments (public works, public safety, administration, parks and recreation and transportation); a Deputy Mayor (\$52,000) who advises the Mayor on economic development, education, international affairs and the arts and oversees the Department of Metropolitan Development; and a Deputy Mayor for Human Services (\$52,000) who oversees matters pertaining to human services and human resources.

Los Angeles: The City of Los Angeles has two deputy mayors with a salary range for both positions between \$80-85,000. The Deputy Mayor/Chief of Staff is the principal director of the development of policy and programs in the Office of the Mayor, the director of personnel and chief political advisor. The other Deputy Mayor assists in the direction of policy and programs within the Office of the Mayor, is the principal manager of staff within the Office of the Mayor and is responsible for programs dealing with community development and services.

Chicago: One Deputy Mayor for Education, paid \$88,416 annually, serves as liaison with the city school districts which are separate jurisdictional entities.



Denver: The one Deputy Mayor in Denver is the Director of Public Works (\$80,000) who is given the title Deputy Mayor by the City Charter. This position only has responsibility for the Public Works Department.

Detroit: The Mayor of the City of Detroit has the authority to appoint one of their top aides to the position of Deputy Mayor. The current Mayor has assigned that position to his Chief Administrative Officer, who serves within the Office of the Mayor. The Deputy Mayor fills in when the Mayor is out-of-town. The position carries a \$5,000 stipend to the aide who handles this responsibility.

Nashville: The Finance Director in the City of Nashville also holds the position of Deputy Mayor. The Deputy Mayor (\$65,000) assists in the preparation of the City budget as part of their responsibilities as Finance Director and also assists the Mayor in the operations of the City government

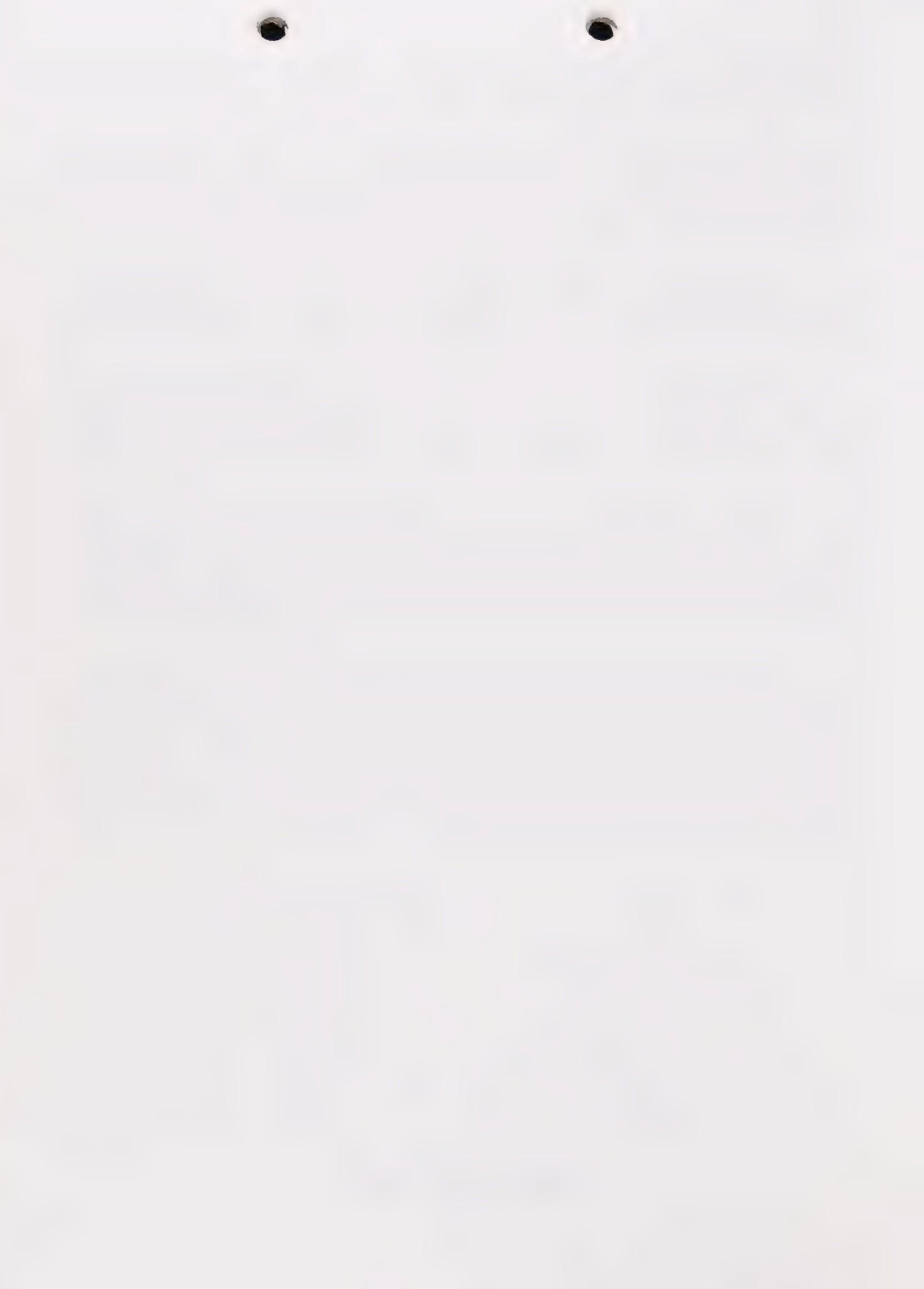
Philadelphia: The one Deputy Mayor in the City of Philadelphia serves as a member of the Mayor's 10-person cabinet. The Deputy Mayor (\$80,100) does not have direct management authority over any City departments and serves as a senior staff member for miscellaneous special operations and labor relations programs.

San Diego: The Deputy Mayor in the City of San Diego is an elected member of the City Council and is selected by the City Council to the position of Deputy Mayor. The Deputy Mayor fills in for the Mayor when the Mayor is absent or unable to perform his/her duties. As a member of the City Council, the Deputy Mayor does not report to the Mayor and has different responsibilities than the deputy mayors in San Francisco and the other cities who have deputy mayors.

The table below totals the salaries paid to deputy mayors for those cities which have such titled positions. San Diego is not included because that Deputy Mayor is a member of the City Council and does not serve under the Mayor. For Detroit, only the stipend paid to the Deputy Mayor is listed and not the salary for the Chief Administrative Officer. The Deputy Mayor in the City of Denver is included although technically, since this employee is the head of the Department of Public Works, they do not work in the Mayor's Office. The table shows that of all the surveyed cities, San Francisco is paying the highest amount in salaries to employees with the title Deputy Mayor.

<u>City</u>	<u>Total Salaries of Deputy Mayor Positions</u>
San Francisco	\$669,321
New York	561,500
Los Angeles	170,000
Indianapolis	156,000
Chicago	93,500
Philadelphia	81,100
Denver	80,000
Nashville	65,000
Detroit	5,000

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Comparison with Similarly Sized Governments

There exists within the cities included in the survey a wide variation in the size of city budgets and the number of employees in the mayor's office. A smaller sample of the survey cities was selected to focus on the eight cities with the largest budgets. This also closely corresponds with the cities with the largest number of employees in their mayor's office (with the exception of San Diego).

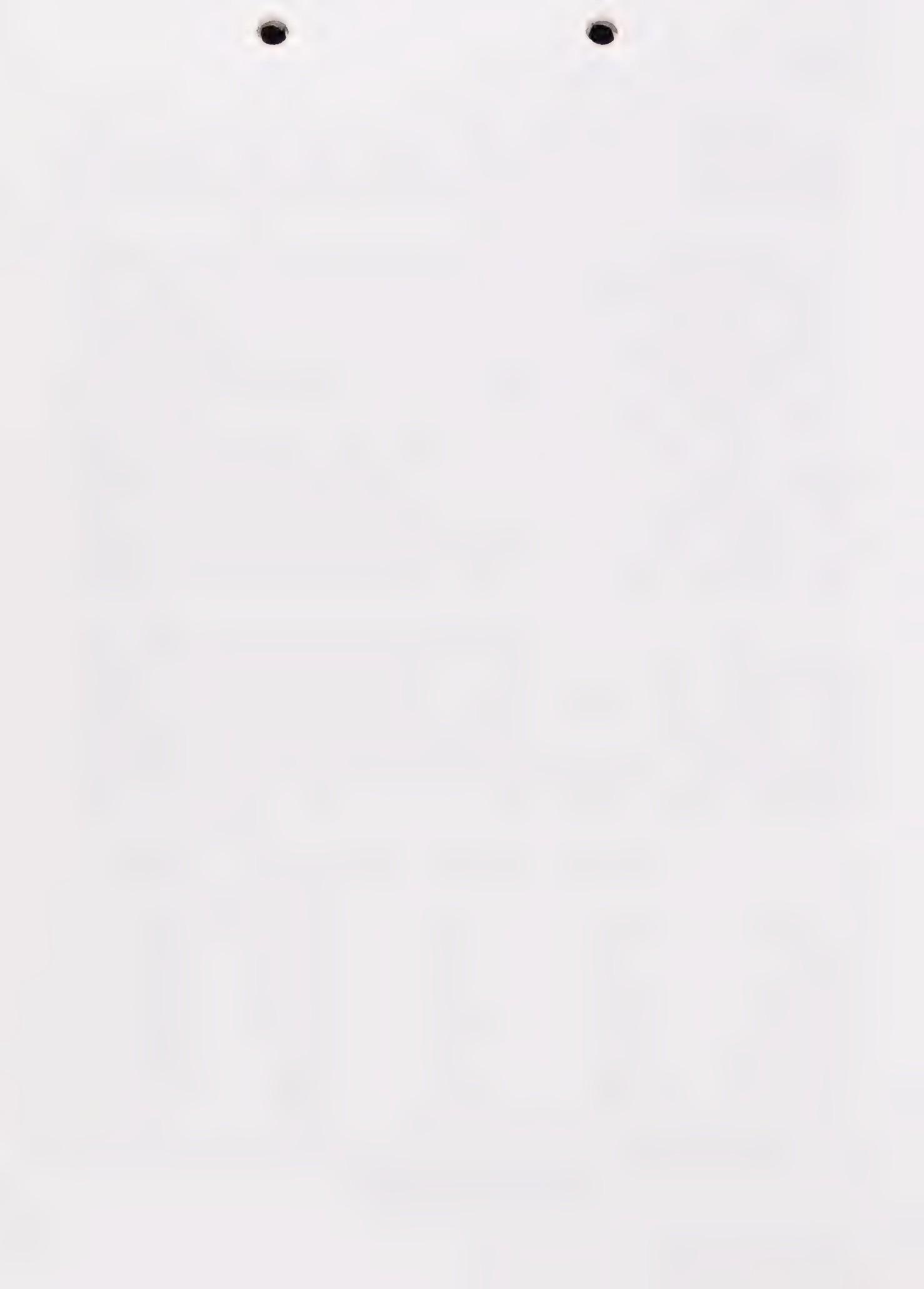
There are obviously wide variations between cities in not only the number of employees within the mayor's office of a given city but also in the responsibilities of city government contained in those mayor's offices. San Francisco has a large number of functions including a budget office, an employee relations division, and housing and community development offices that are not included as part of the responsibilities of mayor's offices in other cities. On the other hand, other cities and specifically those included in this similarly sized governments sample, have responsibilities that are not included as part of the Office of the Mayor in San Francisco. For example, the Office of the Mayor in the City of Houston has 29 employees devoted to Affirmative Action and contract compliance, and the Office of the Mayor in the City of Detroit has 58 employees devoted to constituent outreach through a number of Neighborhood City Halls. It was not practical for the Budget Analyst to attempt to match up the functions of the mayor's offices in the various survey cities. It should also be noted that the Office of the Mayor in San Francisco has a number of employees that are funded by either state and/or federal grants. Such a situation certainly exists in other cities, but the Budget Analyst did not attempt to gather this information from the survey cities.

The table below provides information on the total salaries of the top seven positions within the Mayor's Office and the average salary of the top seven positions for the eight surveyed cities with the largest city budgets excluding San Diego. As noted above, with the exclusion of San Diego, this also represents the eight surveyed cities with the largest number of employees in their mayor's offices. Information on the top seven salaried positions, regardless of whether such positions held the title of Deputy Mayor, were compiled to draw comparisons between the top seven salaried employees in other cities and the salaries of the seven Deputy Mayors of San Francisco.

	<u>City Budget (millions)</u>	<u>No. of Employees</u>	<u>Total Salaries of Top 7 Positions</u>	<u>Average Salary</u>
New York	\$26,500	500	\$765,380	\$109,340
San Francisco	2,100	82	669,321	95,617
Chicago	3,017	60	607,388	86,770
Baltimore	2,024	60	560,000	80,000
Los Angeles	3,247	114	550,000	78,751
Detroit	1,939	126	543,900	77,700
Philadelphia	2,900	52	497,300	71,043
Boston	1,302	33.5	400,500	57,214
Houston	1,490	60	296,950	42,421

With the exception of New York City, San Francisco has the highest total salaries for the top seven positions in the Mayor's Office and the highest average

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salary for those top seven positions. The average salary in San Francisco of \$95,617 is 27 percent higher than the average of \$75,405 for the eight cities listed above excluding San Francisco and including New York.

Comparison with Combined City/County Governments

San Francisco is one of a small number of large U.S. cities with a consolidated city/county or independent government. Of U.S. cities with a population exceeding 400,000, there are nine with a consolidated city/county form of government of which eight are included in the survey and three which are independent cities of which two are included in the survey. Such a combined form of government includes, as part of the unified government, functions which are normally provided solely by county governments. These include health and hospitals, sheriff, jails, the judicial system, and welfare. The provision of such services by a combined government obviously results in greater expenditures for a given city and increased responsibilities for public employees.

While these cities include some of the functions not normally included in other city budgets, they do not include all of the government functions that are included as part of San Francisco's budget. For example, some of the cities do include within their budget, funds for an airport, port, water system or transit system. However, none of the cities with a combined city/county government or an independent government include funds for all these government functions as does the budget for San Francisco. A comparison of the Mayor's Offices in these cities with San Francisco does however correct for some of the differences that exist between cities with different forms of government.

The table below highlights some of the information presented in the city survey results for those cities with a combined city/county government or an independent government. This table is limited to cities with populations exceeding 400,000, so Virginia Beach and Honolulu were excluded. New York City was excluded from this table because while it is a combined city/county government, the government includes five counties.

<u>City</u>	<u>City Budget (millions)</u>	<u>Mayor's Budget (thsnds.)</u>	<u>Mayor's Office Employees</u>	<u>Top Salary</u>
Philadelphia	\$2,900	\$2,400	52	\$80,100
San Francisco	2,100	4,945	82	102,573
Baltimore	2,024	2,428	60	84,800
Boston	1,302	1,645	34	63,000
Denver	880	911	14	60,000
Jacksonville	770	2,434	29	76,230
Indianapolis	750	1,272	28	52,000
St. Louis	447	1,100	15	77,000
Memphis	393	450	7	40,000
Average Excluding San Francisco	\$1,183	\$1,580	30	\$66,641
% S.F. above Average	78%	213%	173%	54%

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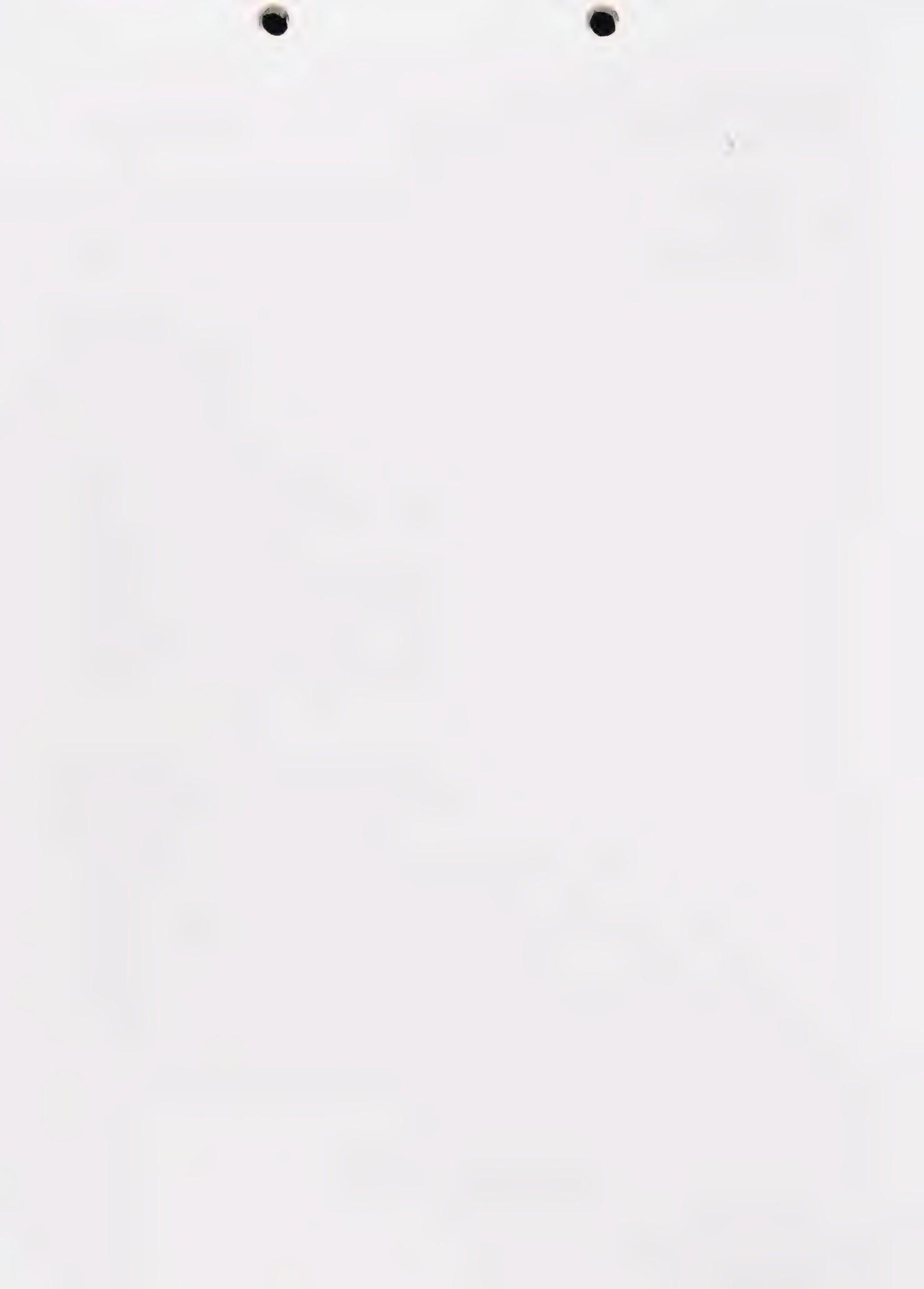


The figures in this table are comparable to those in the entire sample. San Francisco has the largest budget for the Mayor's Office, the largest number of employees in the Mayor's Office and the highest top salary. This highest salary of \$102,573 is \$17,773 higher than the next highest salary.

Of the cities included in the table above, the three that are closest to San Francisco in the size of the city budget are Philadelphia, Baltimore and Boston. Some additional information on the structure and organization of the city government and Mayor's Offices in these cities has been provided below to provide some basis of comparison to the City of San Francisco.

Philadelphia: The City of Philadelphia and Philadelphia County are a single, coterminous, consolidated governmental unit with a strong mayor form of government. The total operating budget for the city is \$2.9 billion and there are 29,000 public employees. The Mayor's Office serves as a separate executive branch. The Philadelphia's budget includes funds for the Department of Health, a City-run nursing home, the Sheriff Department, the Judicial System, the City prison, the Water and Sewer Fund and the Aviation Fund. Welfare Assistance is provided through the State. The Mayor has a cabinet of 10 officials including the top 3 staff members from his office. The other cabinet officials include the Mayor himself; the Finance Director, who has management authority for all finance and procurement agencies; the Managing Director, who has management authority for all operating agencies; the City Representative, who has management authority for the Commerce and Aviation Departments; the Housing Director, the City Solicitor, and the head of the Economic Development Authority. The Mayor's Office in Philadelphia has a budget of \$2.4 million and 52 employees. The top three senior staff members in the Office of the Mayor are the Chief of Staff (\$81,000), Special Council (\$81,000) and Deputy Mayor (\$81,000). The Deputy Mayor serves as a senior staff member for miscellaneous special operations and labor relations programs.

Baltimore: The City of Baltimore is an independent city within the State of Maryland. Demographically and in the size of its government, Baltimore is very similar to San Francisco: 752,000 is Baltimore's population versus 749,000 in San Francisco, \$2.024 billion for the Baltimore's budget versus \$2.1 billion in San Francisco, and 19,286 Baltimore employees versus 24,674 in San Francisco. Baltimore has a "strong mayor" system of government and the Office of the Mayor functions as a separate executive branch. Baltimore's budget is prepared by the Mayor and then sent to the Board of Estimates and then the City Council. The City Council can only recommend cuts in the budget. Baltimore's budget includes funds for a City Health Department, a Sheriff's Department, and the Judicial System. Welfare Assistance is provided through the State and the Airport and Port are managed by the State. There are 60 employees in the Mayor's Office and the total budget is \$2.428 million. The most senior position in the Mayor's Office is Executive Assistant (\$84,800). There are currently five filled Executive Assistant positions. Senior staff of the Mayor's Office have no direct management authority for other City Departments. There are no employees in the Baltimore Mayor's Office with the title of Deputy Mayor.



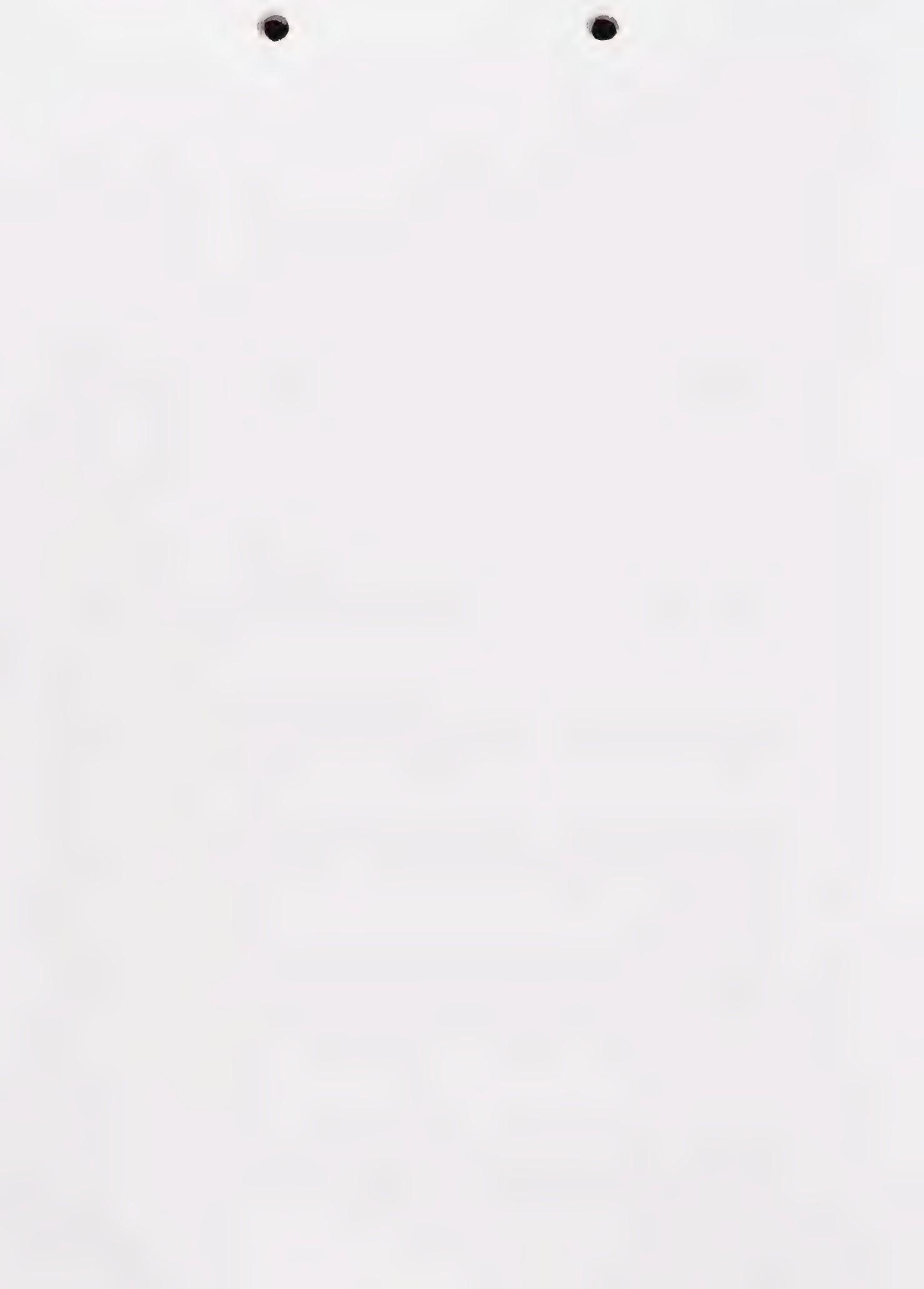
Boston: The City of Boston government is combined with the county of Suffolk. The budget for Boston for Fiscal Year 1989-90 was \$1.302 billion and there are currently 12,395 public employees. Boston has a strong mayor system of government and the Mayor serves as a separate arm of the government from the City Council. Boston's budget is prepared by the Mayor who submits the budget to the City Council which only has authority to make budget cuts. The budget for the City of Boston includes funds for a City-run hospital, Health Department, Sheriff's Department, and City-run correctional facility. The budget does not include funds for welfare or courts as these are State-run programs. The Airport and Port are separate authorities. There are 31.5 employees in the Mayor's Office (including 12 employees with the associated Mayor's Policy Office) and the total budget is \$1.65 million. The Mayor's Office has no Deputy Mayors. The most senior positions in the Mayor's Office are the Director of Administrative Services (\$65,000) and the Director of Operations (\$65,000). The Director of Administrative Services has a function similar to San Francisco's Chief Administrative Officer. The Director of Operations has management authority for the Mayor's Office and the Mayor's Policy Office but has no authority over other City departments.



City Survey Results

<u>City</u>	<u>Population (1986)</u>	<u>City Budget (millions)</u>	<u>No. of City Employees</u>	<u>Mayor's Budget (thousands)</u>	<u>Mayor's Office Employees</u>	<u>Number of Top Salary</u>	<u>Deputy Mayors</u>	<u>Notes</u>
<u>Baltimore</u>	752,000	\$2,024	19,286	\$2,429	60	\$84,800	None	Independent City
<u>Boston</u>	573,000	1,302	12,395	1,645	34	65,000	None	Consolidated City/Cty. Govt.
<u>Chicago</u>	3,009,530	3,017	38,947	3,765	60	93,500	One	
<u>Dallas</u>	1,003,000	1,100	12,500	853	21	51,340	None	
<u>Denver</u>	505,000	880	10,621	911	14	60,000	One	Consolidated City/Cty. Govt.
<u>Detroit</u>	1,086,220	1,939	18,600	8,600	126	98,200	One	
<u>Honolulu</u>	372,330	915	10,082	498	13	60,000	None	Consolidated City/Cty. Govt.
<u>Houston</u>	1,729,000	1,490	19,727	2,214	60	53,400	None	
<u>Indianapolis</u>	719,000	750	7,500	1,272	28	52,000	Three	Consolidated City/Cty. Govt.
<u>Jacksonville</u>	609,000	770	7,586	2,435	29	76,230	None	Consolidated City/Cty. Govt.
<u>Long Beach</u>	396,000	1,200	4,144	1,100	7	55,000	None	
<u>Los Angeles</u>	3,259,000	3,248	33,041	4,350	112	90,000	Two	
<u>Memphis</u>	652,000	393	6,000	450	7	40,000	None	Consolidated City/Cty. Govt.
<u>Nashville</u>	473,000	370	7,500	1,180	29	65,000	One	
<u>New York *</u>	7,262,000	26,500	241,794	34,500	500	113,500	Five	Consolidated 5 Cty. Govt.
<u>Oakland</u>	356,000	212	3,964	670	10	62,000	None	
<u>Philadelphia</u>	1,642,000	2,900	29,000	2,400	52	80,100	One	Consolidated City/Cty. Govt.
<u>Phoenix</u>	894,000	955	11,168	1,100	15	77,000	None	
<u>Sacramento</u>	323,000	317	3,950	709	15	59,500	None	
<u>St. Louis</u>	426,000	447	7,320	1,100	29	68,952	None	Independent City
<u>San Diego</u>	1,015,000	126	8,800	2,449	39	64,292	One	
<u>San Jose</u>	712,000	996	5,629	868	21	60,000	None	
<u>Virginia Beach</u>	333,000	530	4,700	340	10	45,000	None	Consolidated City/Cty Govt.
<u>Average *</u>	947,231	\$1,176	12,839	\$1,879	36	\$66,423		
<u>San Francisco</u>	749,000	\$2,100	24,674	\$4,945	82	\$102,573	Seven	Consolidated City/Cty. Govt.
<u>Percentage S.F. Above Average</u>	(21)%	79%	92%	163%	128%	54%		

* Figures for New York City not included in averages or percentages



SECTION IV:

STAFFING AND PERSONNEL COST ANALYSIS

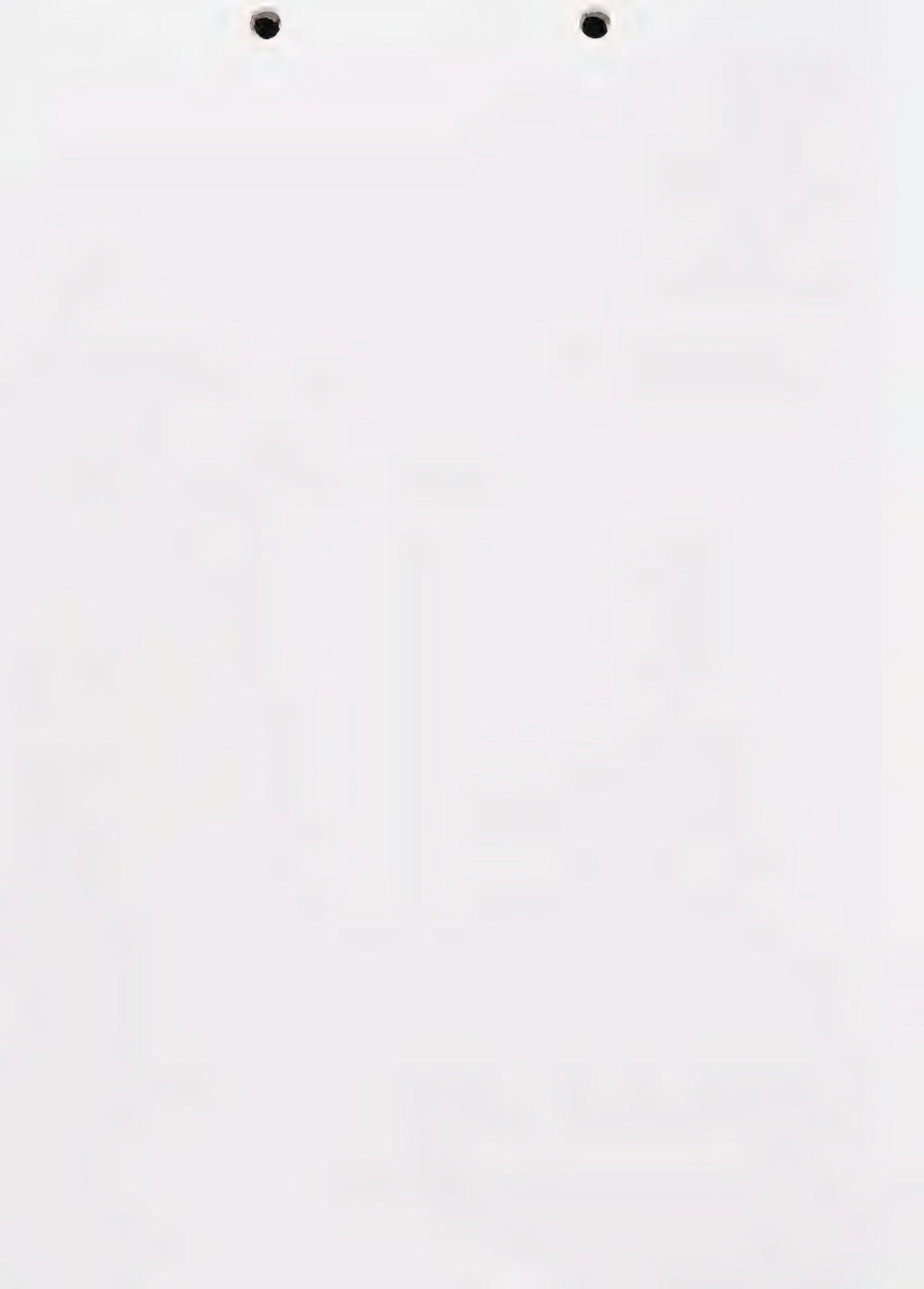
As part of this study, we have developed staffing and salary cost comparisons between the current Mayor's Office and the Office of the Mayor as it existed for the prior administration. A table showing all positions and costs (including grant funded positions) is included in Attachment 3 to this report.

In summary, there are new functions and positions which have been added to the present Mayor's Office which were not part of the prior administration. Such additions are described in this section.

The following table compares the number of employees and salary costs for these employees, in the various units for the current Agnos administration with the Feinstein administration in 1987. The costs comparing the two administrations are expressed in current, 1989-90 salary dollars.

<u>Division</u>	<u>Number of Positions</u>		
	<u>Agnos</u> <u>Administration</u>	<u>Feinstein</u> <u>Administration</u>	<u>Increase</u> <u>(Decrease)</u>
General	16	46	(30)
Budget	8	0	8
Operations	21	0	21
Arts-Recreation	2	0	2
Health	9	0	9
Transit	3	0	3
Emergency Services	0	6	(6)
Subtotal	59	52	7
Public Safety	16	12	4
Housing	21	14	7
Special Projects	0	2	(2)
Economic Development	22	15	7
Community Development	35	33	2
BV-HP Facility	0	3	(3)
Subtotal	94	79	15
Total Number of Positions	153	131	22
General Fund Salary Cost	\$4,150,450 (58%)	\$3,641,748 (60%)	\$508,702
Grant Funded Salaries	<u>3,001,199</u> (42%)	<u>2,429,580</u> (40%)	<u>571,619</u>
Total Salary Costs	\$7,151,649	\$6,071,328	\$1,080,321

As indicated above, the number of positions in the present administration increased by 16.7 percent and the salary costs increased by 17.8 percent in the Mayor's Office based on current 1989-90 dollars.



The present administration added new functions to the Mayor's Office, including three new positions for labor relations, one new "whistle blower" position and two additional positions for the added function of children, youth and families, for a total of six new positions. However, six Emergency Services positions, which have been transferred out of the Mayor's Office under the present administration, had been included in the Mayor's Office under the prior administration. Therefore, these positions, in total, cancel each other out in terms of the number of any increased or decreased positions when comparing the present administration to the prior administration.

Whereas the Feinstein administration grouped many of the staff positions under the General Division, the Agnos administration has divided such positions among several new division headings including Budget, Operations, Health, Transit and Arts-Recreation, each of which managed by a Deputy Mayor except for the Arts-Recreation Division. In addition, two on-going Mayor's Office functions, Housing and Economic Development and Criminal Justice units in the Feinstein administration, which received substantial grants from Federal and State entitlement programs, are now headed by Deputy Mayors in the Agnos administration. The Housing and Economic Development Office in the Feinstein administration has been divided into two separate offices in the Agnos administration, the Mayor's Office of Housing and the Mayor's Office of Business and Economic Development. The Mayor's Office of Community Development, which has the largest staff of all the Mayor's operating units, manages the City's Community Development Program.

The present Operations Division of the Mayor's Office has increased in part due to the addition of a "whistle blower" program (one position); the assumption of labor negotiation/ employee relations functions (three positions); the Office of Children Youth and Families (2 positions); a Youth Employment program (1 position); and an arts liaison (one position).

The present Health Division of the Mayor's Office has increased in part due to the addition of the Mayor's Office of Children, Youth and Families (two positions).

The Feinstein administration had a separate Office of Emergency Services which was transferred by the Agnos administration to the Fire Department in 1988. The original staff of six has currently been reduced to one as existing staff has either retired or transferred to other assignments in the Mayor's Office or to other departments.

The Criminal Justice Council in the Feinstein administration has been renamed to the Office of Public Safety in the Agnos administration. Four additional positions increasing the staff from 12 to 16 employees can be attributed to new program grants to the Mayor's Office entitled the Gang Prevention Program and the National Traffic Safety Program. In addition, funds received from the San Francisco Housing Authority's (SFHA) Comprehensive Improvement Assistance Program (CIAP) are now used to fund a full staff position in the Mayor's Office. Such funds are normally used for major repairs so that a maximum number of SFHA units can be placed on the rent roles. To expend CIAP funds for activities other than housing repairs requires review and approval by the Department of Housing and Urban

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Development (HUD), and according to the local HUD Assisted Housing Division, the SFHA has not advised HUD of the transfer of CIAP funds to the Mayor's Office.

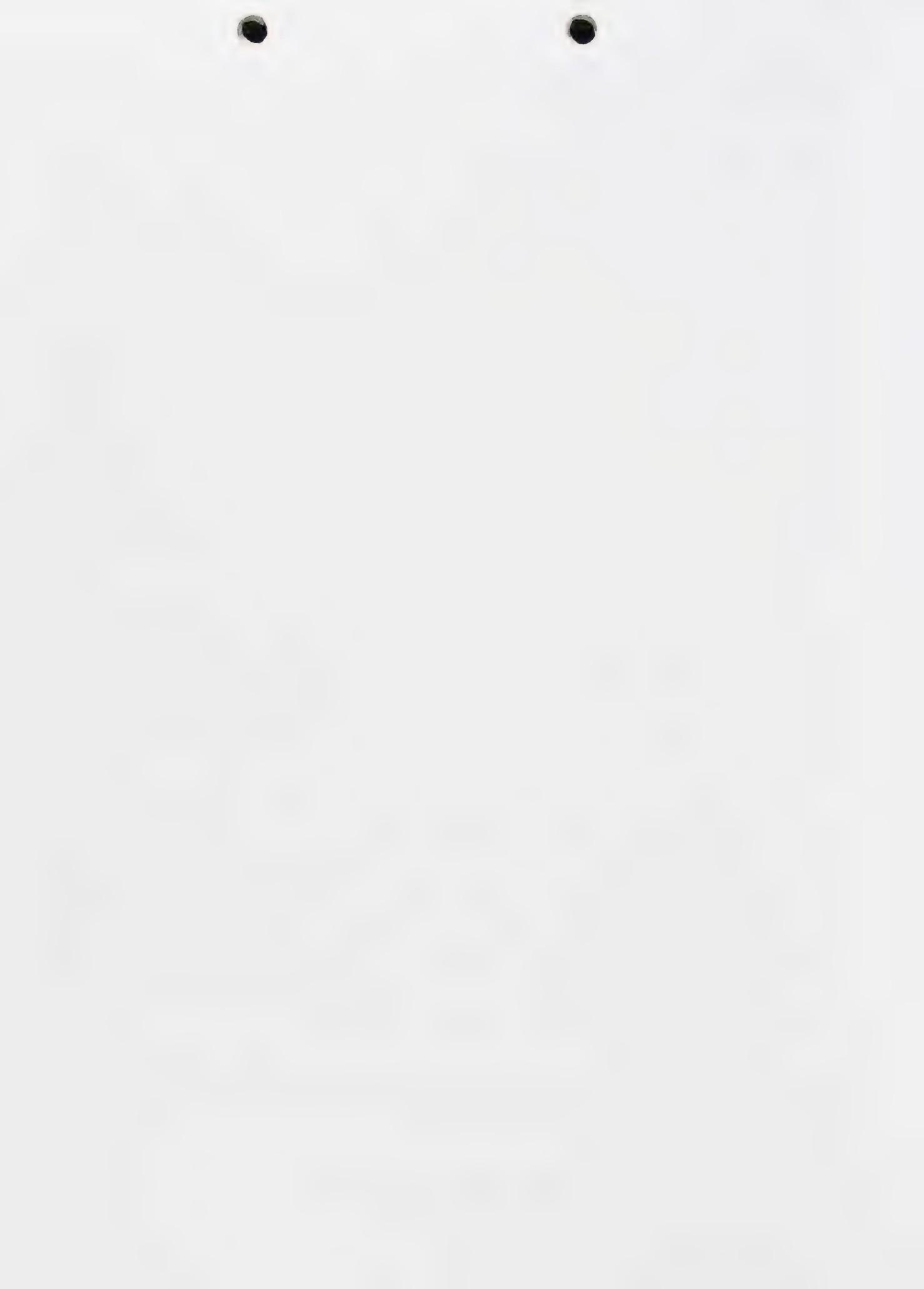
The Mayor's Office of Housing was formed as a separate unit by the Agnos administration in 1988. Between 1983 and 1988, it was combined with the Mayor's Office of Economic Development and prior to that time with the Mayor's Office of Community Development. The present Mayor's Office of Housing has seven additional staff including two staff from the Mayor's Office of Special Projects which is responsible for the Relocation Appeals Board and for the housing subsidies for various housing projects adjacent to the Yerba Buena Center Redevelopment Project. These staff are currently housed at and paid by the San Francisco Redevelopment Agency. According to Mr. Lovell Davis, Director of Relocation, many potential clients who seek assistance of the Relocation Appeals Board are "intimidated" by the fact that their inquiries must be processed through the SFRA, the agency whose actions they desire to appeal. Members of the Relocation Appeals Board have requested that their Board be provided with at least their own telephone lines so that inquiries to the Board can be separated from SFRA business. Mr. Davis' independence from the SFRA is further complicated by the fact that he is directly supervised by Mr. Gene Suttle, Senior Deputy Executive Director of the SFRA. The Mayor's Office should clarify the role of the staff assigned to the Relocation Appeals Board as it is the intent of the Administrative Code, which established this Board in 1972, to make the appeals process independent from the agency responsible for the City's relocation function.

In November of 1989, the Budget Analyst was directed to review sources of funds received and expended by the Mayor's Office of Housing (MOH) which were not under the authority of the Controller. Such funds included Mortgage Revenue Bond Fees and HUD funds from the Rental Rehabilitation Program. In December of 1989, the Budget Analyst submitted a questionnaire to MOH regarding such funds, and in January of 1990 Ms. Barbara Smith of MOH advised the Budget Analyst that replies to the questionnaire would be provided to the Budget Analyst. This information has still not been received by the Budget Analyst.

The Mayor's Office of Community Development (MOCD), also supervised by the Deputy Mayor for Housing, has had a net loss of one staff, from 36 to 35, between 1977 and the present. Changes to MOCD include the addition of three staff assigned to the Bayview-Hunters Point Neighborhood Facility (including the Earl P. Mills Center and three satellite child care centers), which was budgeted as a separate unit for sixteen years between their original construction in 1972 and 1988. In addition, a new CDBG funded Mayor Assistant I position has been assigned to the Mayor's Office of Health and Human Services to assist the Mayor's Director of Child Care who is located in the Mayor's Office of Children, Youth and Families. The Mayor's Director of Child Care, however, is under the supervision of the Director of Community Development.

As indicated by Mayor Agnos, to increase assistance to the business community, the staff of the Mayor's Office of Economic Development has been increased by seven staff from 15 to 22 positions.

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A major change to MOCD administration of the CDBG Program beginning in 1988 is the deletion of the internal audit function which qualified the City's fiscal review of the non-profit performing agencies as sufficient to meet Federal guidelines to complete the City's annual audit. As a result of HUD's Comprehensive Monitoring of the CDBG Program in September of 1989, MOCD has budgeted \$100,000 in the 1990 CDBG Program budget in order to hire an outside auditor to qualify the 1988 CDBG Program under the City's Single Audit for that year. (At this time the \$100,00 is only an initial estimate for the audit and a larger amount may be necessary to complete an audit of the 1988 CDBG Program). The Budget Analyst estimates that if the internal auditing function for MOCD had been continued with the current Mayor, the CDBG Program would have saved at least \$50,000 annually in administrative costs.

Supporting explanations to the Table entitled "Mayor's Office Salaries" (Attachment 3) are as follows:

The Mayor's Office has several funding resources from Federal, State and private foundations which are in addition to the City's General Fund. These grant funds support wholly or partially various positions in the Mayor's Office as follows:

Housing:

Administrative Fees from Rental Rehabilitation Program:
5406 Spec. Asst. for Prog Coord. (Chief Housing Finance Officer)

Administrative Fees from Housing Development Fund
1847 Executive Aide to Mayor's Office (Housing Resale Specialist)

Administrative Fees from Non-Profit Performing Arts Loan Program
(No staff position identified)

Mortgage Revenue Bond Fees
A883 Deputy Mayor for Housing - 1/3 portion
9792 Assistant to Mayor VI (Deputy Director)
9792 Assistant to Mayor VI (Special Projects Director)
(Contract) Administrative Assistant

Community Development Block Grant
A883 Deputy Mayor for Housing - 1/3 portion
5404 Spec Asst for Prog Devel (Executive Director)
5406 Spec Asst for Prog Coord (Housing Rehabilitation Manager)
5406 Spec Asst for Prog Coord (Housing Programs Manager)
5410 Housing Rehabilitation Coordinator
5410 Housing Construction Specialist
5410 Housing Rehabilitation Specialist
9782 Assistant to Mayor I (Housing Compliance Specialist)
1818 MIS Specialist II
1811 MIS Specialist I



San Francisco Redevelopment Agency
1111 Executive Director, Relocation Appeals Board
1444 Secretary I

Community Development:

Community Development Block Grant and Revolving Loan Fund
A883 Deputy Mayor for Housing - 1/3 portion
(All Positions in the Mayor's Office of Community Development)

Business and Economic Development:

Community Development Block Grant
9782 Assistant to Mayor I (One Stop Shop Program for Small Business)

Title IX Revolving Loan Fund
9784 Assistant to Mayor II

Small Business Revolving Loan Fund (CDBG Program Income)
5410 Intergovernmental Affairs Coordinator

Small Business Revolving Loan Fund (UDAG Program Income)
1849 Program Manager

Operations:

U. S. Department of Agriculture
9910 Director of Summer Food Program for Children

Public Safety:

Gang Prevention Program (Dept. of Health and Human Services)
9784 Assistant to Mayor II
8450 Criminal Justice Specialist I

Juvenile Justice and Delinquency Prevention Grant
(No staff position identified)

National Traffic Safety Administration
1846 Executive Assistant, Mayor's Office
8450 Criminal Justice Specialist I



California Youth Authority (AB 90) Grant- Positions Partially Funded at
60%

A883 Deputy Mayor
8194 Deputy Director
1849 Program Manager
1849 Program Manager
1849 Program Manager
8452 Criminal Justice Specialist II
8452 Criminal Justice Specialist II
8452 Criminal Justice Specialist II
8450 Criminal Justice Specialist I
1426 Senior Clerk Typist
9910 Public Service Trainee

San Francisco Housing Authority (Comprehensive Improvement Assistance Program)

5408 Program Coordinator

Health:

Koret Foundation

9784 Assistant to Mayor II (Interfaith Task Force for the Homeless)

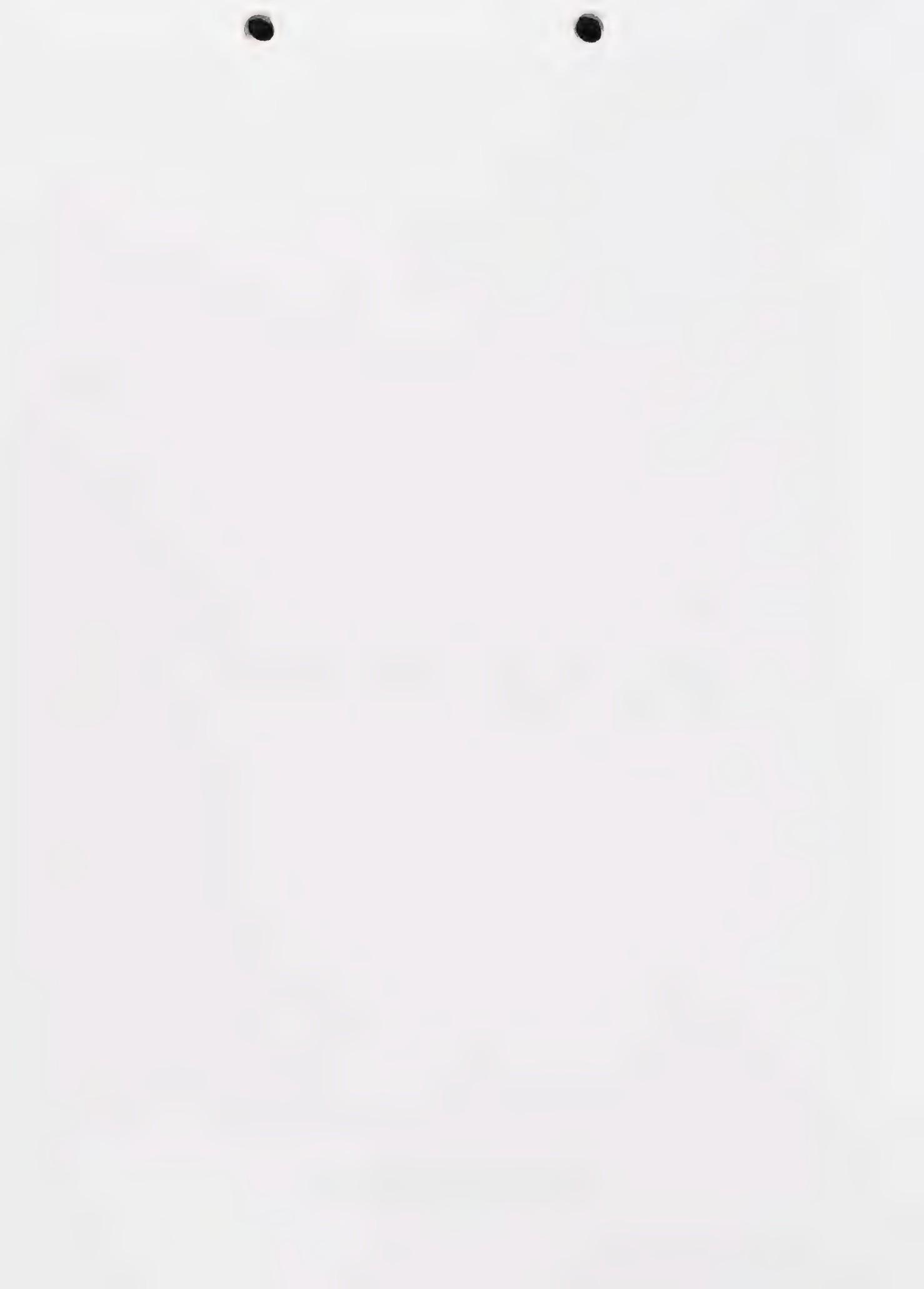
Robert Wood Johnson Grant

9786 Assistant to Mayor III (Office of Children, Youth & Families)

Community Development Block Grant (Office of Childcare)

9775 Senior CD Specialist II (Childcare Director)

9782 Assistant to Mayor I



SECTION V:

DESCRIPTION OF DEPUTY MAYOR RESPONSIBILITIES

The Budget Analyst was not permitted to interview the Deputy Mayors. We submitted written questions requesting specific responsibilities, activities, objectives, results and supporting documentation. We received responses to these questions from each Deputy Mayor.

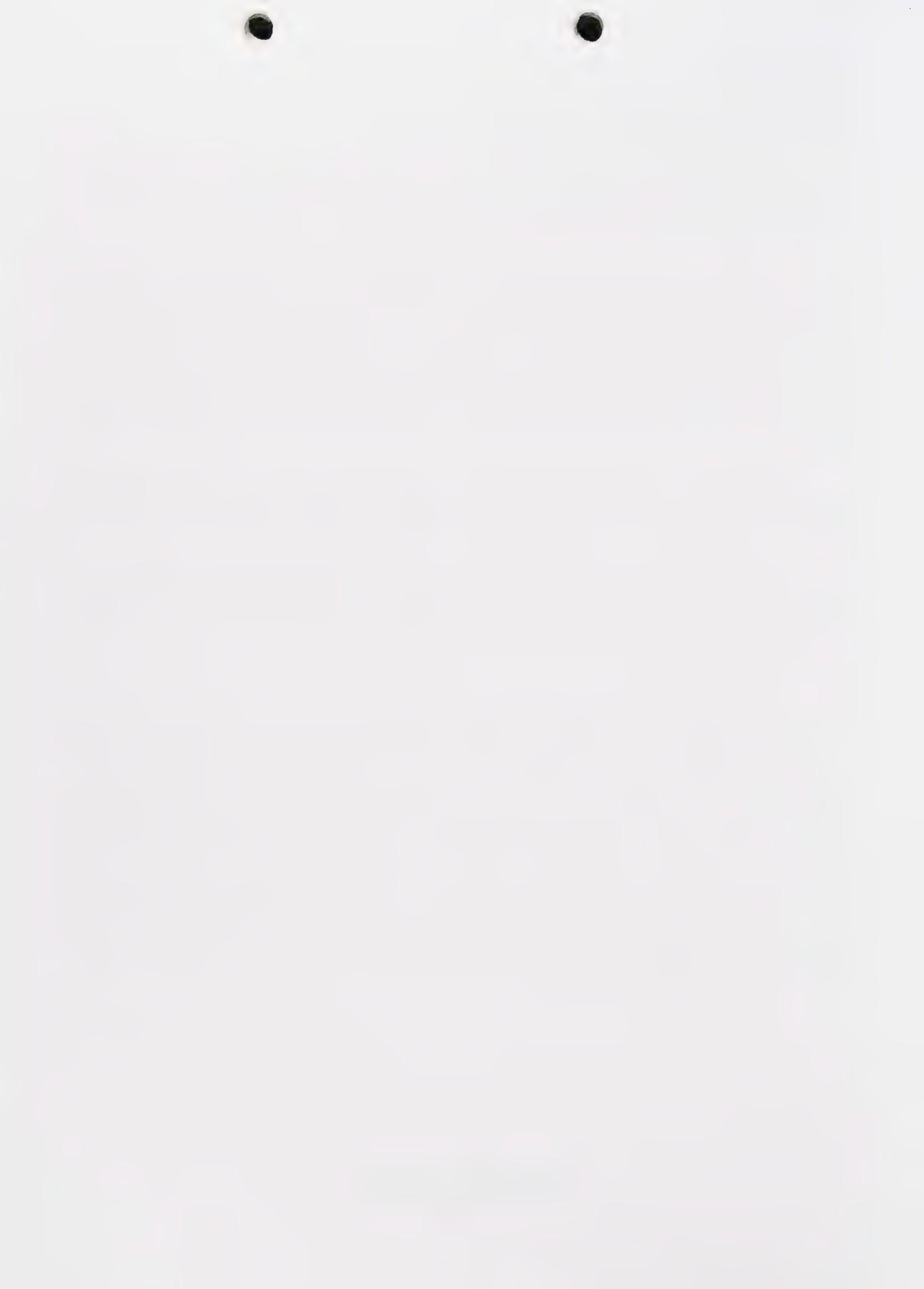
As shown in Section II, each Deputy Mayor is responsible for management and supervision of a Division in the Mayor's Office. The number of employees supervised varies greatly, as does the management structure supporting the various Divisions of the Mayor's Office. For example, according to an organizational chart provided by the Mayor's Office, the Deputy Mayors for Transit and Infrastructure and Health and Human Services each supervise two employees, while the Deputy Mayor for Economic Development supervises 22 employees and the Deputy Mayor for Government Operations supervises a staff of 20.

The Deputy Mayor for Housing supervises 18 staff in the Housing Division and 35 in the Office of Community Development (MOCD). The Housing Division also has a Director and a Deputy Director. The MOCD has a Director.

The Deputy Mayor for Public Safety supervises a staff of 10, all of whom are employed in the Mayor's Criminal Justice Council (MCJC) under the Director, MCJC. Lastly, the Deputy Mayor for Budget and Finance supervises a staff of seven, including a Budget Director and six Budget Analysts.

Charter Authority

Charter Section 3.100, regarding the Mayor's Charter-mandated functions, powers and duties, states that the Mayor "shall be responsible for the enforcement of all laws relating to the municipality and for the review and submission of the annual executive budget"; "shall supervise the administration of all departments under boards and commissions appointed by (the Mayor);". The 'supervision of administration' provision does not extend to City departments under the CAO or elected officials such as the Sheriff and the Courts. Also, under Section 3.100, the Mayor "shall receive and examine, without delay, all complaints relating to the administration of the affairs of the city and county, and immediately inform the complainant of findings and actions thereon"; and "shall coordinate and enforce cooperation between all departments of the city and county." Section 3.101 prescribes restrictions, except for purposes of inquiry, on interference with administrative affairs by the Mayor.



Charter Section 3.103, approved by the voters in November, 1988, provides that the Mayor shall appoint a Director of Employee Relations to represent the City in matters of meet and confer obligations, negotiate and administer memoranda of understanding and perform related duties.

The following positions are afforded exempt status by Charter Sections 3.100 and 3.103:

1190 Mayor
1283 Director, Employee Relations Division
1453 Principal Stenographer
1580 Executive Deputy, Mayor

Such exempt positions are created by the Charter, classified by Civil Service and included in the City's Salary Standardization Ordinance. Examinations are not given for these positions, and appointments are made by the Mayor.

Additionally, three of the seven A883 Deputy Mayors and one 1823 Senior Administrative Analyst assigned to the Economic Development Division have been given "temporary exempt" status by the Civil Service Commission as permitted by Charter Section 8.300(a)(5). Such designation permits hiring at the top step of a salary range in the case of the 1823 Senior Administrative Analyst position.

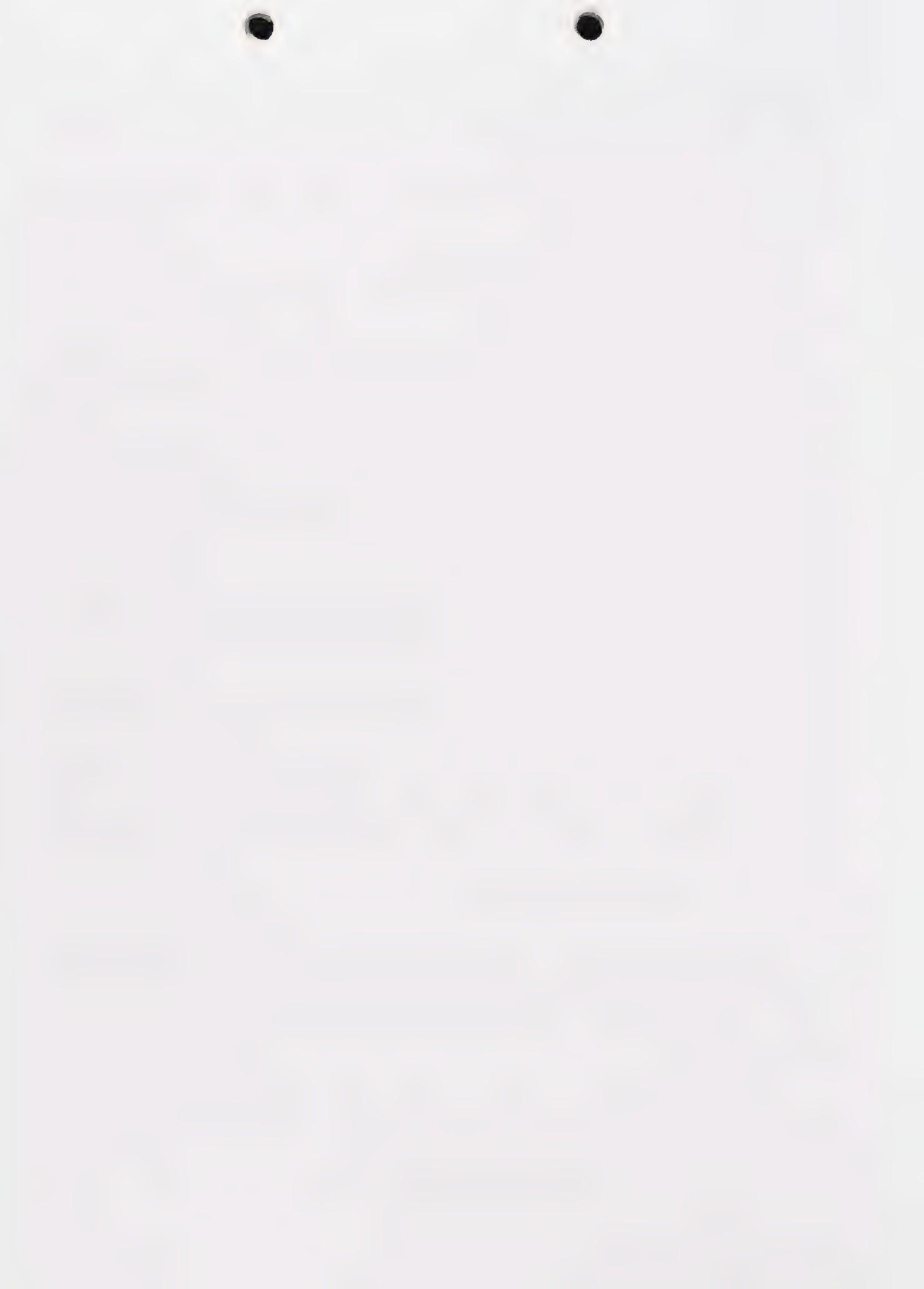
The other four Deputy Mayor positions and the 45 Assistant to the Mayor positions are provisional or temporary positions which require no Civil Service examination for appointment. After six months of service, employees in these classifications become temporary - limited tenure employees.

Regardless of the Civil Service status of the Mayor's Office employees, and whether such positions are specified in the Charter, Section 3.100 provides that :

The board of supervisors may annually appropriate additional sums to be expended by the mayor for purposes and duties incidental to the administration of the office of Mayor, which shall be subject to the provisions of this charter relative to appropriations and the payment of claims.

Liaison with Department Clusters

Each Deputy Mayor is responsible for acting as the Mayor's liaison with "clusters" of City departments. According to the Deputy Mayor for Government Operations, the role of the Deputy Mayors in this relationship is to act as coordinators, consulting with departments primarily on policy and budgetary issues. Accordingly, the "...Deputies do not get involved in operational or personnel matters."



As previously noted in Section II, the Mayor, as opposed to the Deputy Mayors, makes all decisions in the Mayor's Office.

The Deputy Mayor for Government Operations provides the following outline for liaison activities with Department clusters:

1. Develop specific departmental policy objectives and review quarterly achievement reports;
2. Regularly consult with Department Heads and Commissions on policy issues and operational issues requiring the Mayor's assistance or direction;
3. Assist Departments in responding to inquiries from the public or the Board of Supervisors;
4. Seek Departmental guidance on Local, State, or Federal legislative issues.

The Deputy Mayor also states that, while no decision making authority is vested in the Deputy Mayors, in that all decisions are made by the Mayor, "...It is the deputy's responsibility to provide the Mayor with the research, analysis, options, and other information required to make good decisions."

The remainder of this section provides summaries of written materials provided to the Budget Analyst by the Deputy Mayors. All of this material was presented publicly during a recent Finance Committee budget hearing and copies of the material were given to members of the Committee.



Deputy Mayor for Government Operations

General Description of Division:

- Division oversees the City's administrative departments, provides staff to the Citizens Assistance Center, monitors the City's State and Federal lobbying offices, and provides support services for the Mayor's Office.
- Took over responsibilities for labor negotiations in 1988/89

City Departments Included in Mayor's Department "Clusters":

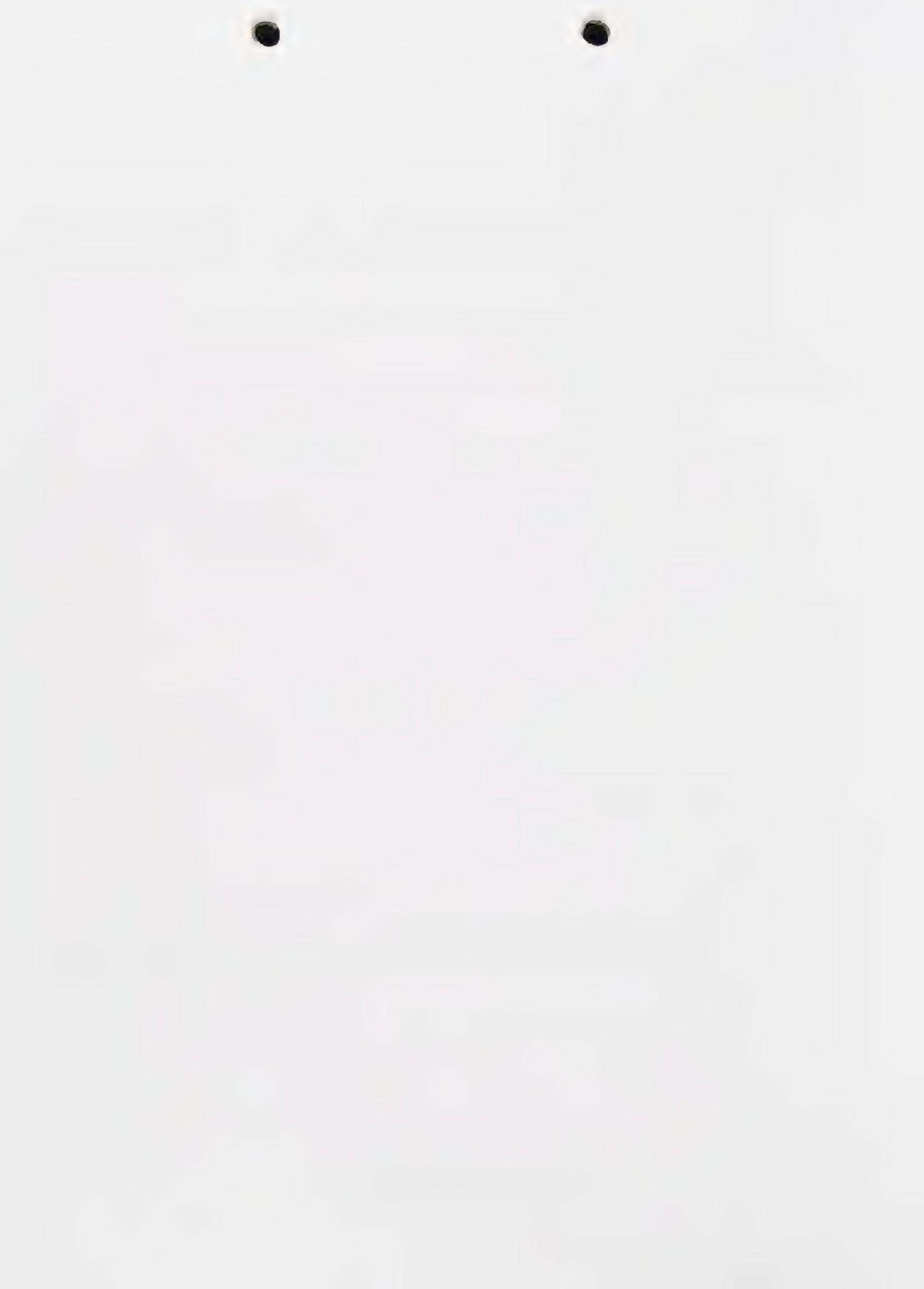
- Assessor	- Purchaser
Citizens Assistance Center	Chief Administrative Officer
Civil Service	City Attorney
Controller	Commission on the Status of Women
Employee Health Services	Human Rights Commission
Labor Relations	Lobbyist Oversight
Recorder	Regional Boards/Issues
Registrar	Retirement System
Treasurer	
Tax Collector	

Key Activities:

- Supervision of operational and administrative functions of the Mayor's Office.
- Management of Legislative and Government Relations (City, State and Federal).
- Labor Relations
- Liaison with Department Clusters

Documents Submitted:

- Thirty seven memoranda of understanding with bargaining units.
- Memoranda from "Mayor's Stations".
- Agreement between City and Octel Communications Corporation for provision of free "voice mail" equipment to Mayor's Office for one year.
- "Whistleblower" pamphlet.
- Various earthquake relief material.



Deputy Mayor for Budget and Finance

General Description of Division:

- This division prepares the annual budget and provides fiscal oversight of all City departments regarding budgetary and financial issues.

City Departments Included in Mayor's Department "Clusters":

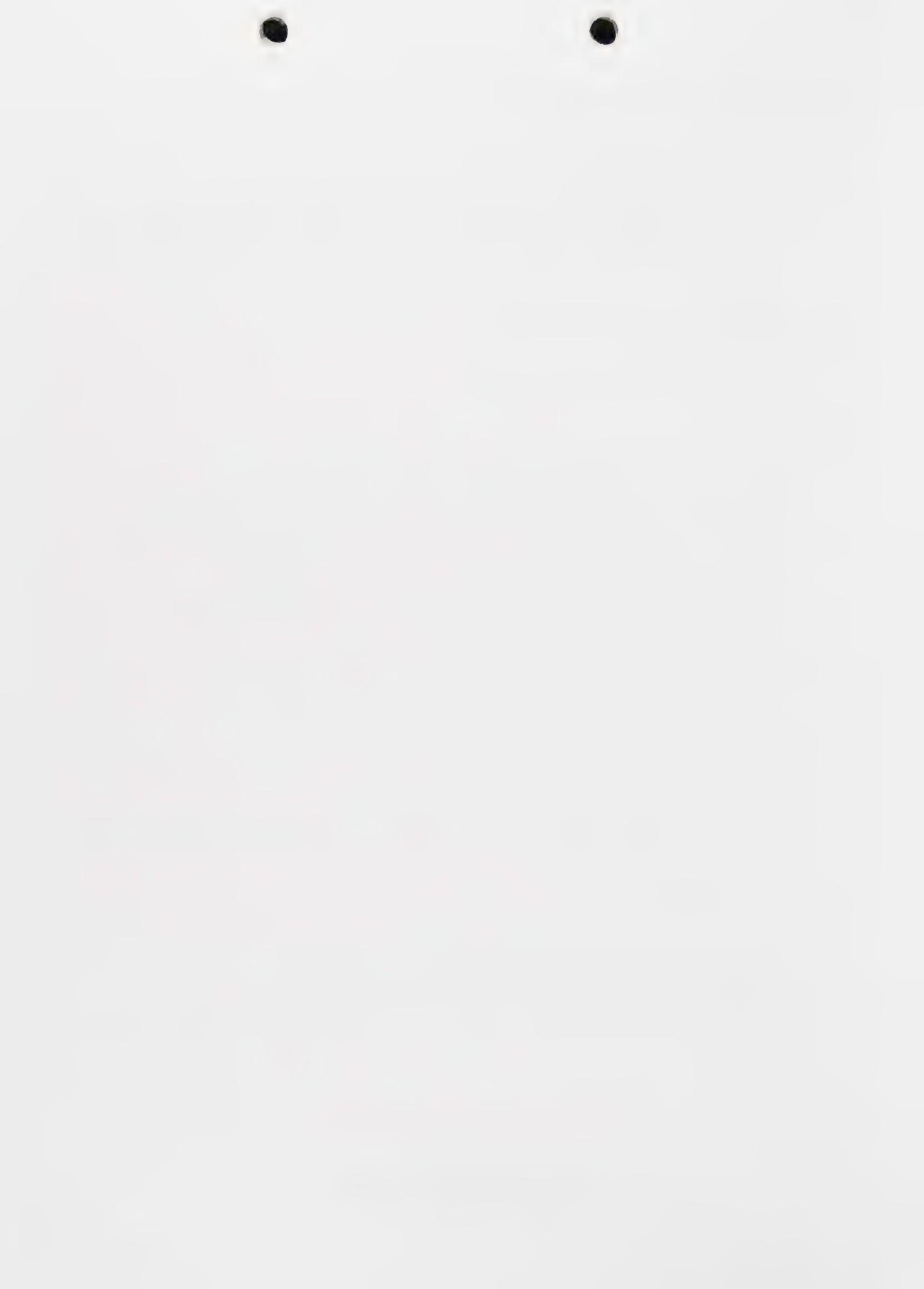
No Department Cluster assigned

Key Activities:

- Supervision of one Budget Director and six Budget Analysts.
- Preparation, review and monitoring of annual City and County budget.
- Review and recommendations of proposals for increased spending.
- Monitor expenditure and revenue information provided by the Controller
- Projection of annual revenues based on economic performance.
- Review departmental performance against budget objectives.
- Fiscal impact analysis (e.g. ballpark proposal, Mission Bay project)
- Provision of information regarding City's fiscal condition to rating agencies, auditors, unions, etc.
- Respond to public inquiries regarding budget and fiscal issues.
- Meet with members of the Board of Supervisors, their staff and Budget Analyst, attend Finance Committee and Board meetings.
- Provision of information to lobbyists.
- Maximization of state and federal resources for recovery from damages and costs due to earthquake.
- Mayor's liaison with Fiscal Advisory Committee.
- Approval of requests from City employees for out-of-state travel costing more than \$500; approval of Commissioner request for out-of-state travel.

Documents Submitted:

- Mayor's Budget and Budget Summary
- Joint reports on projected revenues and expenditures
- Cost/Benefit Analysis of China Basin Ballpark
- Analyses of supplemental appropriations submitted by City departments.



Deputy Mayor for Public Safety

General Description of Division:

- Retains responsibilities of managing criminal justice grants, but will reorganize during the fiscal year to enhance its ability to coordinate and provide policy direction to the City's criminal justice system. Particular emphasis will be placed on initiating and coordinating model programs to combat crack cocaine, re-orientating the Youth Guidance Center and improving the coordination and organization of the criminal justice system.

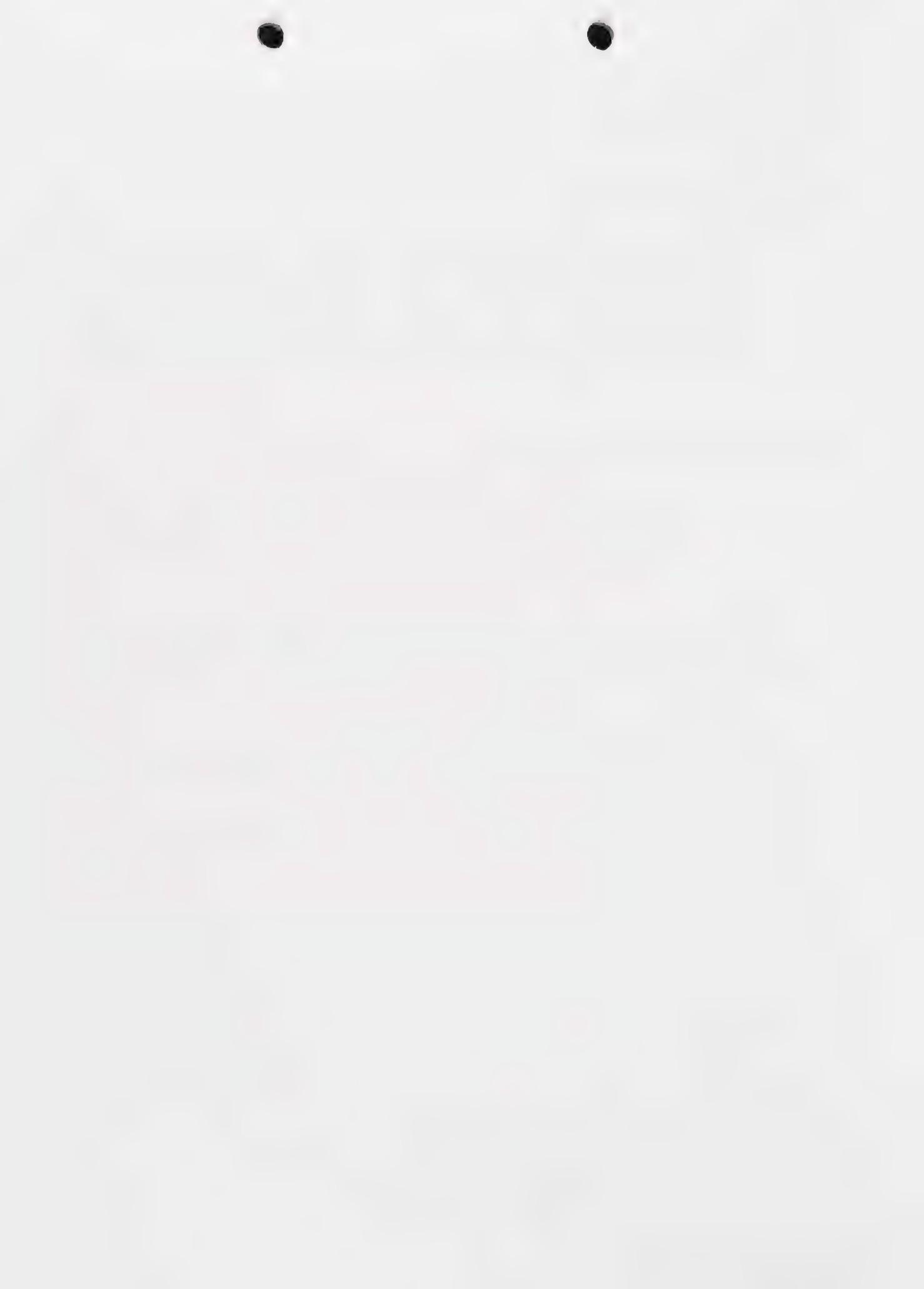
City Departments Included in Mayor's Department "Clusters":

-	Administration MCJC Grants Public Defender Department of Emergency Services Police Department	-	District Attorney Juvenile Probation Fire Department Sheriff Department
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Key Activities:

- Oversees the City's criminal justice and public safety departments and their commissions in policy direction, labor negotiations, and development and budget.
- Advises Mayor on public safety related matters.
- Manager of Mayor's Public Safety Office, including direction of MCJC staff, DUI project, Gang Prevention Project.
- Developing fund raising strategies for community based programs.
- Developed and implemented the Mayor's Team '89 Summer Your Employment Project.
- Responsible for implementation of the Mayor's Drug Symposium Task Force recommendations citywide.
- Responsible for reorganization and executive search for Juvenile Probation Department.
- Expenditure planning for bond funds allocated to jail improvements.
- Acting Director, Office of Emergency Services
- Respond to Board and other official agencies as required.

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- Manager of Mayor's Team Executive Committee to end gang violence.

Documents Submitted:

- MCJC Accomplishments and Goals
- Accomplishments of the Mayor's Drug Symposium and Task Force
- Recommendations of the Mayor's Drug Symposium Task Force



Deputy Mayor for Health and Social Services

General Description of Division:

- Coordinates the City's human services policies, in the area of health, social services, aging and recreation and parks. Concentration on homelessness and AIDS. Initiated, this year, an interfaith emergency shelter program to provide emergency shelter to the homeless on a rotating basis.
- In (1989-90) - establish an Office of Children Youth and Their Families. It (the division) will also continue its work on the homeless and AIDS, by working with the Department of Social Services to develop transitional housing for the homeless, preparing for the 1990 International AIDS conference and implementing the recommendations of the AIDS task force.

City Departments Included in Mayor's Department "Clusters":

- Children and Families	- Department of Health
Commission on Aging	Department of Social Services
Homeless Programs	Mental Health
Hospitals	Public Guardian/
Recreation and Parks	Administrator

Key Activities:

- Liaison with department clusters
- Responsible for Office of Children, Youth and Their Families; Youth Employment Program
- Oversight of planning and implementation of Mayor's Homeless Plan
- Facilitation of policies developed by the Mayor's HIV Task Force
- Oversight of the Mayor's Office of Child Care
- Primary staff to Mayor's Homeless Fund Advisory Committee
- Grant Administration

Documents Submitted:

- The Mayor's Interfaith Taskforce on Homelessness Emergency Winter Shelter Program
- Various newspaper articles
- Interfaith satellite Shelter Program Volunteer Training Manual
- The Mayor's Call to Action on the HIV Epidemic
- Beyond Shelter: A Homeless Plan for San Francisco Implementation Plan for 1989-90 Fiscal Year (Draft)
- A Homeless Plan for San Francisco Statement of Need (Draft)



Deputy Mayor for Housing and Neighborhoods

General Description of Division:

Administers housing loan and grant programs worth approximately \$15 million per year... funded primarily with Community Development Block Grant and other federal and state funds.

City Departments Included in Mayor's Department "Clusters":

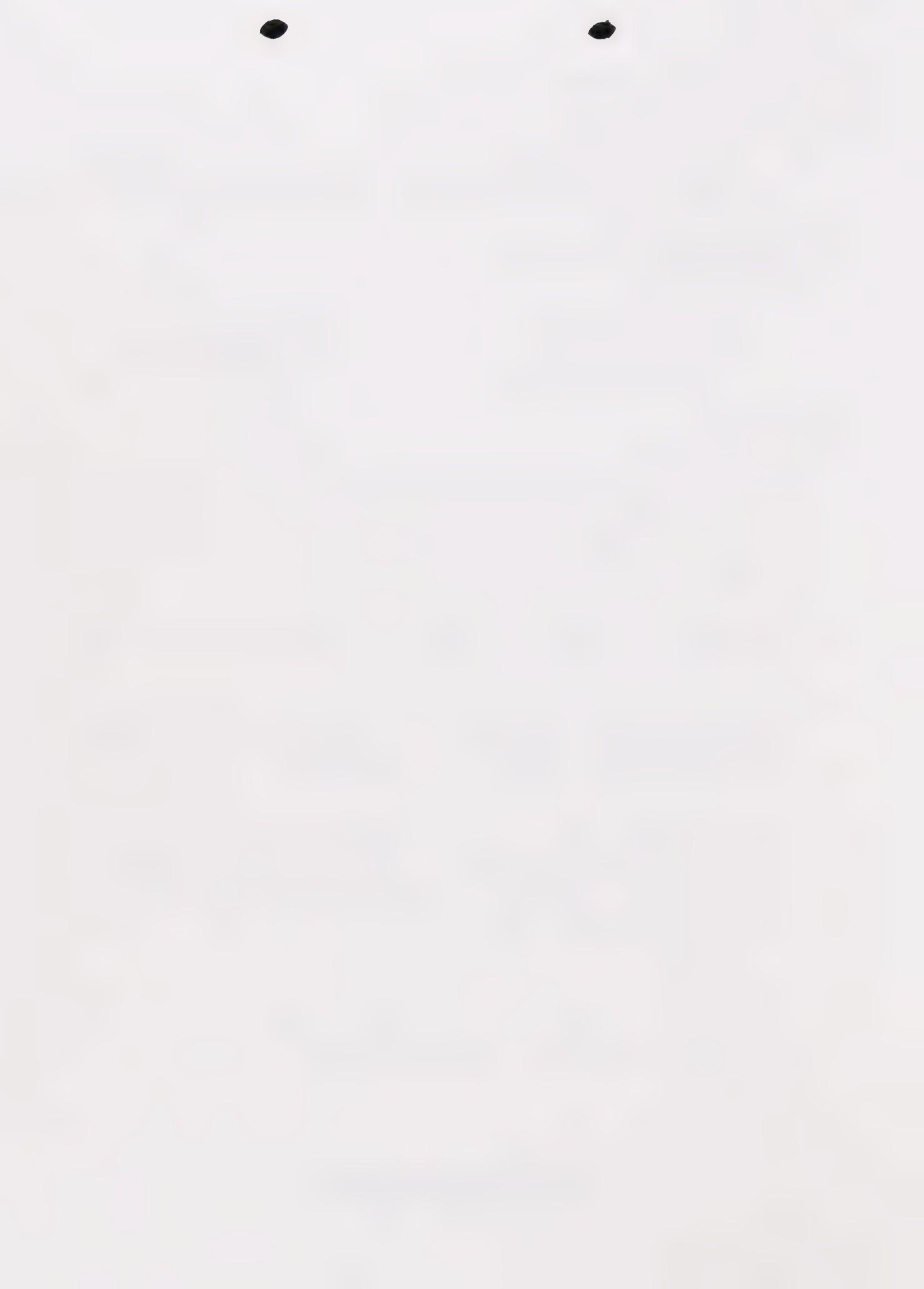
-	Housing Authority Planning Affordable Housing	-	Redevelopment Rent Board/Rent Control CDBG Grant Administration
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Key Activities:

- Homeless Program - Implement provisions of Mayor's Homeless Master Plan including protecting the City's existing supply of affordable residential hotels and apartments, acquisition and rehabilitation of multi-service centers, transitional housing and housing affordable to very low income individuals and families. Two new centers for the Homeless will be opened shortly
- Residential Hotel Conversion Ordinance - Coordinate changes to the comprehensive amendment. Comprehensive amendment approved by the Board of Supervisors.
- Earthquake Recovery - complete comprehensive assessment of damage to affordable housing throughout the City. Substantial amount of additional funds received from California Disaster Assistance Program (CALDAP) and Federal Emergency Management Agency (FEMA).
- Ongoing Housing Developments - provide for the implementation of a variety of housing construction and rehabilitation programs including the completion of Parkview Commons (Poly High) home ownership project, the International Hotel replacement housing project, the UDAG Hotels non-profit restructuring, the Whitehall project (Turk Street YMCA site) and the Mission-Capp apartment project.

Documents Submitted:

- "An Affordable Housing Action Plan for San Francisco"
- "Tax-Increment Housing Fund 1989-1990 Program"



Deputy Mayor for Business and Economic Development (MOBED)

General Description of Division:

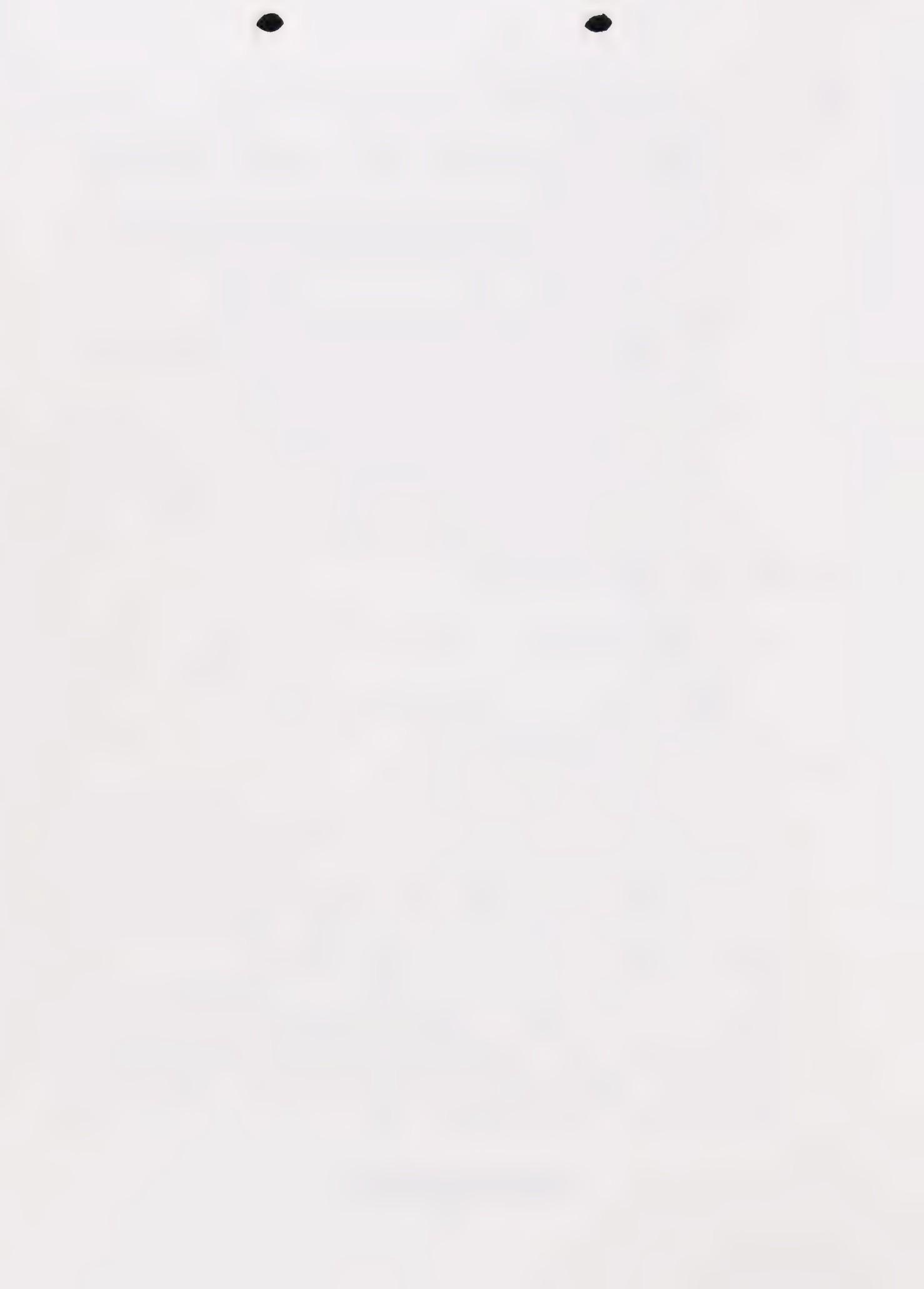
- Providing liaison between the small and big business, communities and City government, including administering loan funds for small business.
- Publication of "Getting Started" for small business; creation of "One - Stop Shop", which allows new businesses to acquire all needed permits at a single location; year ended with Mayor's trade mission to Asia
- During (1989-90) the division will continue its efforts to improve the City's business climate and provide direction for the economic development of the City. A small mid-year reorganization is contemplated that will concentrate the divisions' resources in the area of planning development strategies for the City
- The Small Business Advisory Commission worked with the Mayor's Office to develop a budget of \$150,000 to support the Commission's work plan for FISCAL YEAR 89/90; priority will be to develop a data base of small business and to complete a needs assessment of those small businesses in order to determine how the City might help encourage the development and growth of small businesses.

City Departments Included in Mayor's Department "Clusters":

Airport	Film Office
Convention Facilities	International Business
Libraries	Development
Port	Small Bus. Adv. Commission
Museums	Art Commission
War Memorial	Sister Cities
Blue Ribbon Business Comm.	

Key Activities, Objectives, Results:

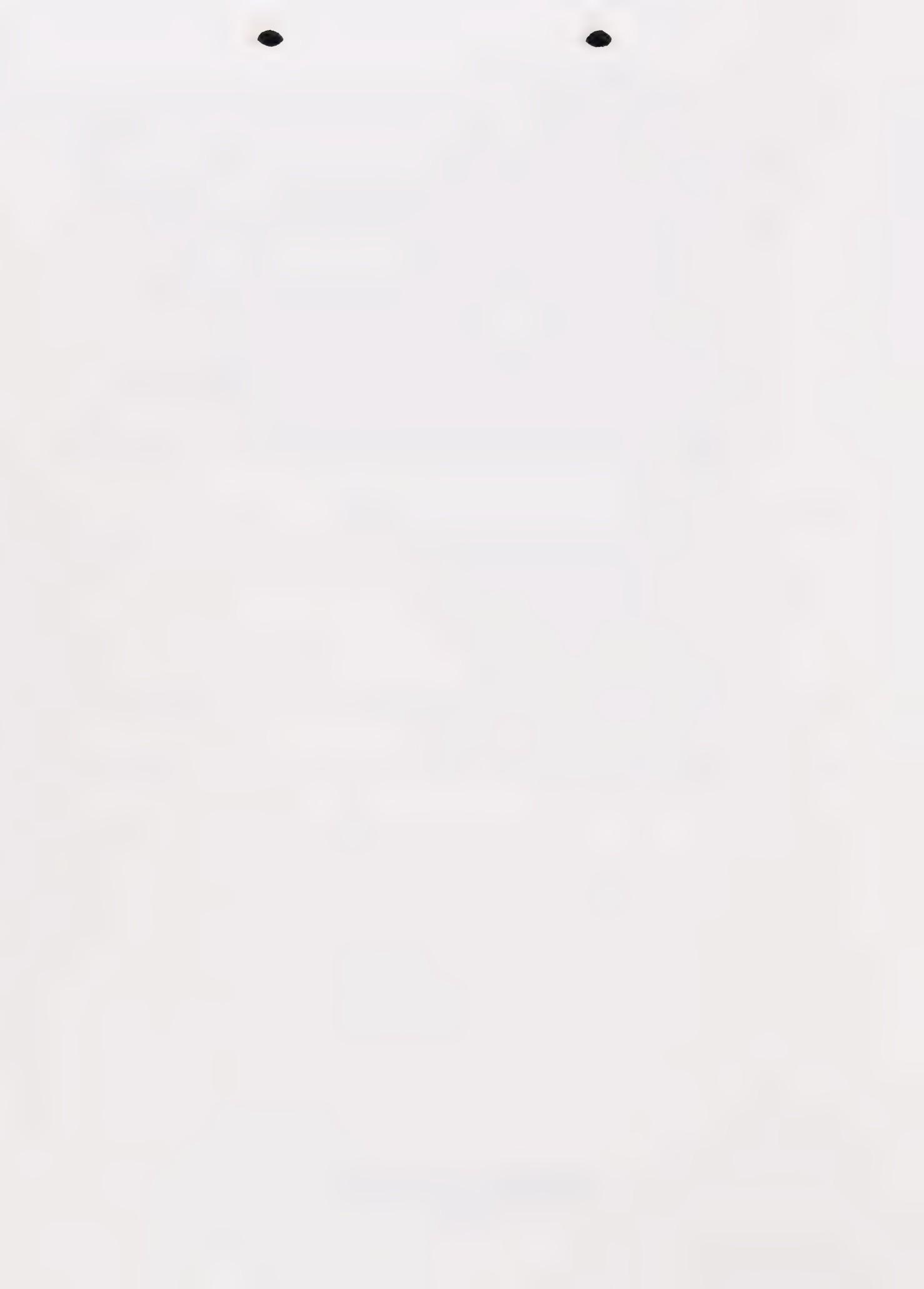
- Earthquake Assessment - assess the economic impact of 10-17-89 Loma Prieta Earthquake. Report is in draft form and will be updated on an ongoing basis. MOBED administers Emergency Earthquake Loan Program
- The San Francisco Family - to promote international business and economic development by creating a world-wide network of expatriates that have ties to the Bay Area. Published first issue of San Francisco Family Journal. Promote international trade with Latin America. Participation in Japan's International Garden and Greenery Exposition.
- San Francisco 2000 - to develop a blueprint for The City's political, social and economic future. MOBED provides staff support to the Mayor's Ad Hoc Advisory Group. Include an Industrial Real Estate Roundtable and Industrial Leads Program to help counteract the City's perceived negative business image. Report completed for Real Estate Brokers Task Force.
- San Francisco Redevelopment Agency Small Business and Investment Loan Program and Development Plan - provide loan financing to



- businesses in redevelopment areas. Develop operating plan for San Francisco Redevelopment Agency, to be completed by 6/1/90.
- Joint Marketing Program for City Department Heads - develop a feasibility plan to maximize City resources and promote a wider range of revenue-enhancing City services by establishing a joint-marketing group among City departments. MOBED serves as a convenor, coordinator and facilitator for a cluster group of related City departments.
- Analyze Embarcadero Structure Situation - provide quantitative analysis of differential impact of the earthquake.
- Design and create database of economic indicators such as unemployment, business startups, fictitious name filings, MOBED activity, retail sales, to be completed by 6/1/90. Create seminar database for business as educational tools.
- Promote Enterprise Zone Program - complete public review by 7/90.
- Create a Business Guide to the Permit Process - complete draft by 7/90.
- Facilitate the redevelopment of the Mission Armory into a film and video facility - estimated purchase date by April 1990.
- South Bayshore grocery store - promote a focal point for the revitalization of the South Bayshore.

Documents Submitted:

- “Economic Growth & Recovery in San Francisco: A Preliminary Survey Assessment of San Francisco Post Earthquake Economy”
- “San Francisco 2000 Initiative Proposal”
- “San Francisco Arts Policy Plan”
- “Getting Into Exports - An Entrepreneur’s Guide to Export Resources in San Francisco and the Bay Area” (Draft)
- Marketing Proposal: “A Merchandising, Licensing and Corporate Sponsorship Program”



Deputy Mayor for Transit and Infrastructure

General Description of Division:

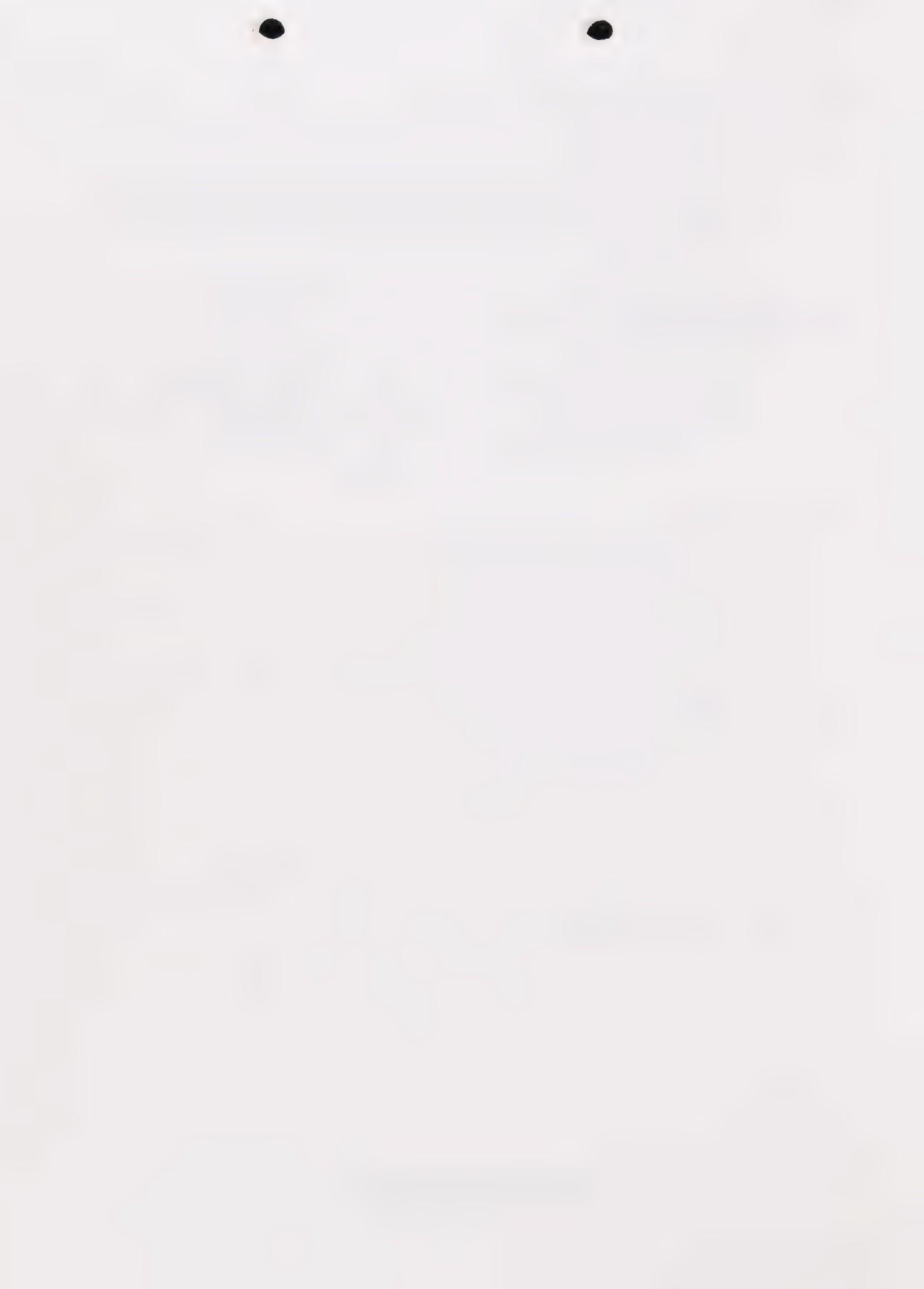
- Oversees the City's transit and public works policies. At the top of next years' agenda will be the reorganization of existing City Departments into a parking and traffic department as approved by Proposition D.

City Departments Included in Mayor's Department "Clusters":

- Solid Waste Program	- Chief Administrative Officer
Conservation Corps	Municipal Railway
Hetch Hetchy	Public Utilities Commission
Water Department	Real Estate Department
Parking Authority	Public Works

Key Activities:

- "Process" management of long-term transportation project development of an inter-departmental nature.
- Re-structuring of the management organization of the Waterfront Transportation Program with the CAO.
- Facilitation of ongoing work such as the technical-policy creation to the Embarcadero Freeway.
- Mission Bay Planning process.
- Peninsula Commute Joint Powers Board membership.
- Creation of the Parking and Traffic Commission.
- Preparation of the one-half cent sales tax Transportation Plan.
- Project Management: taxi industry study; MUNI F Line; Plesanton Specific Plan; MUNI transit shelter program.
- Public and intergovernmental liaison work and meetings.



SFMRIC Contractual Requirements:

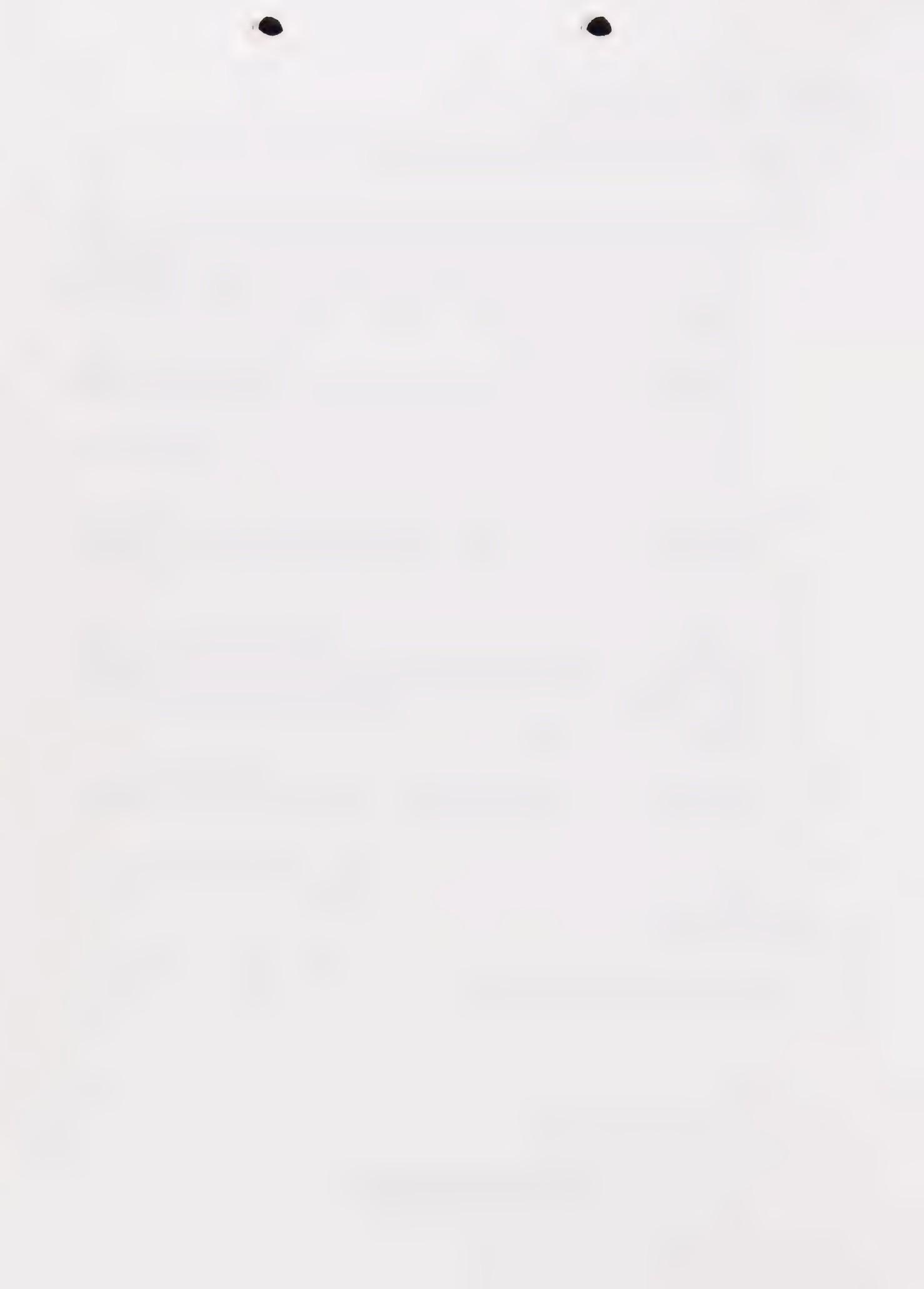
The contract for professional services between the Deputy Mayor for Transit and Infrastructure contains the following provision:

(1) IT IS THEREFORE AGREED that the Corporation shall engage the services of Consultant for the purpose of managing long range capital planning activities and related project planning and development functions for fixed facilities, capital equipment, and major construction projects of the Municipal Railway. Such work will include, but not be limited to:

- * Coordination of Municipal Railway responsibilities on the I-280 Waterfront Transportation Program of planning projects, including the MUNI Metro Turnaround Extension, and F-Line;
- * Representation of Municipal Railway interests as a member of the Peninsula Commute Joint Powers Board (JPB).
- * Management of project planning and coordination on the Municipal Railway's program of support facilities improvements, including Woods Division, Kirkland Division, and 24th/Utah, and acquisition of new properties.
- * Coordination and management responsibilities on all potential Municipal Railway capital investment planning and project activities defined in the pending development agreements between the City of San Francisco and the Southern Pacific Transportation Company on the proposed Mission Bay area development plan, including a new Railway light rail facility.
- * Communication with the State and Federal governments as appropriate on matters related to the aforementioned responsibilities and other responsibilities as defined.
- * Management of the Municipal Railway's strategic planning efforts and capital project development coordination.

Documents Submitted:

- Agreement for Professional Services with San Francisco Municipal Railway Improvement Corporation.



BOARD of SUPERVISORS



Attachment 1, p. 1 of 2

City Hall
San Francisco 94102
554-5184

January 4, 1990

Mr. Harvey Rose
Budget Analyst
1390 Market Street
San Francisco, CA. 94102

Dear Mr. Rose:

I am writing at the direction of the Board of Supervisors concerning Deputy Mayor positions.

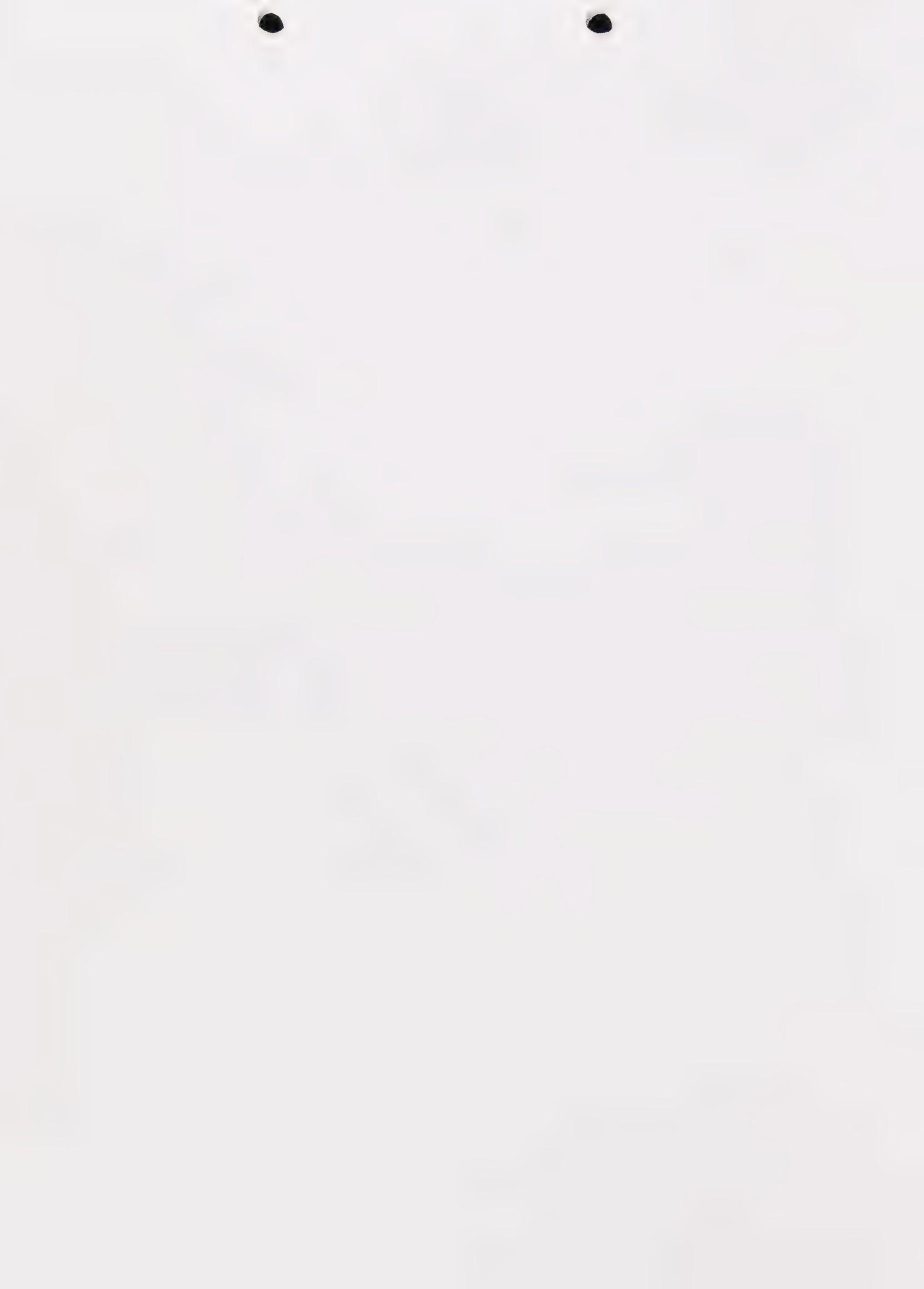
Supervisor Tom Hsieh requests you to perform a review and analysis of the Deputy Mayor function of the office of the Mayor. See the attached list of 15 questions to be answered in your report. The Supervisor intends to calendar this matter in the near future and therefore would appreciate a response from you within 60 days.

Sincerely,

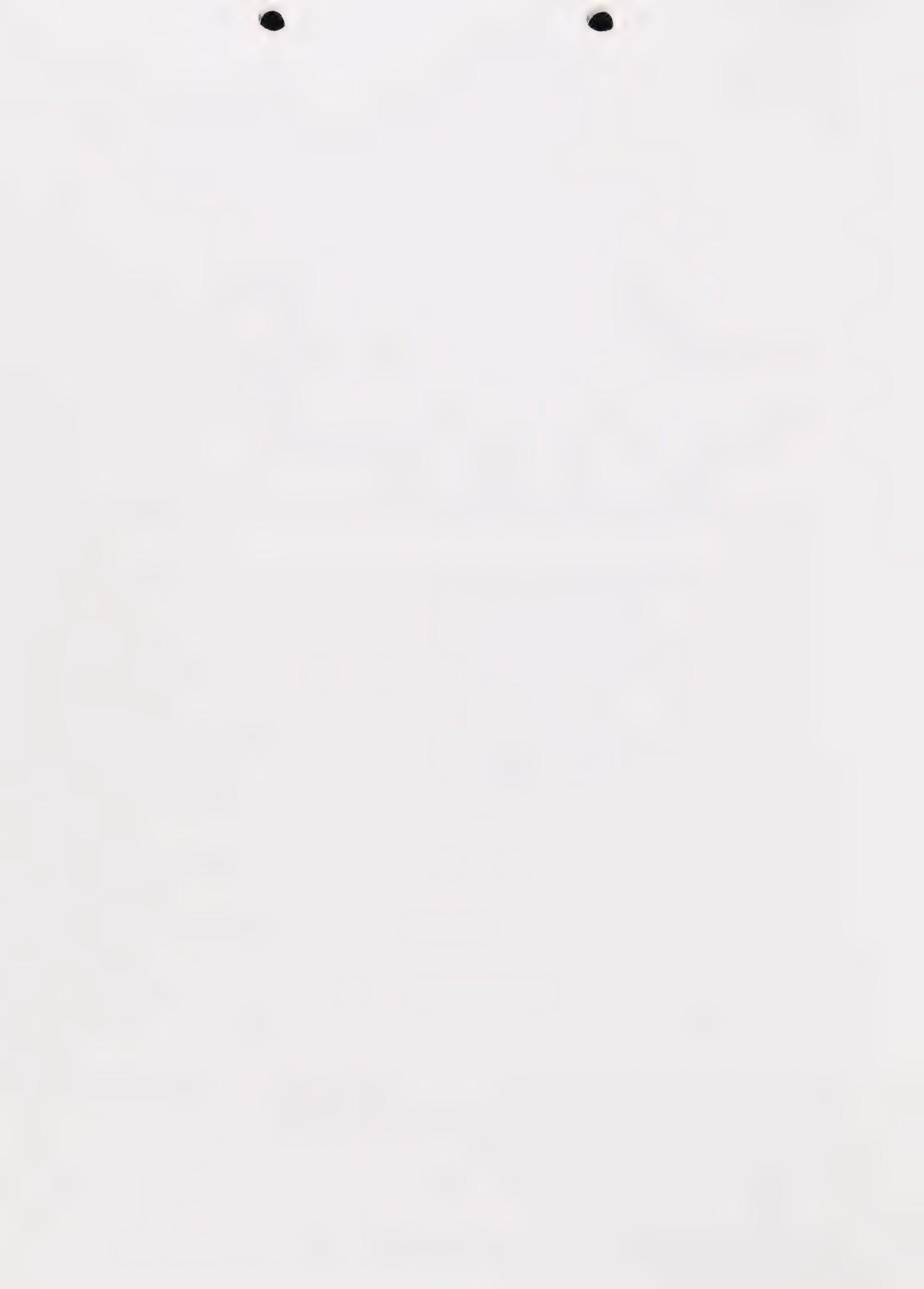
A handwritten signature in black ink, appearing to read "John L. Taylor".

John L. Taylor
Clerk of the Board

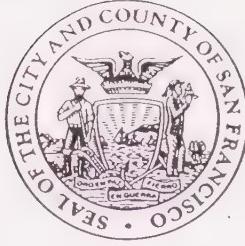
Attachment



- 1) How many Deputy Mayor positions are now authorized and filled?
- 2) When was the first Deputy Mayor position established? For what purpose?
- 3) What are the specific responsibilities of each current Deputy Mayor?
- 4) What are their Civil Service classifications?
- 5) Have Civil Service job specifications been developed for these positions? If not, have any other job specifications been created?
- 6) What are the annual salaries of each Deputy Mayor? What are the benefits and perquisites of these positions?
- 7) What are the funding sources for the Deputy Mayor positions?
- 8) How many of the current Deputy Mayors are San Francisco residents?
- 9) What are the working titles of each Deputy Mayor and how are they used? Was it a misrepresentation for the Deputy Mayor for Finance to send out a Proposition 'P' campaign letter under unofficial "City of San Francisco" stationery, signing her title as "Budget Director"?
- 10) What are the controls with respect to the responsibilities, accountability and workload of each Deputy Mayor?
- 11) What conflict of interest laws are these positions subject to? Obtain and review filings made in compliance with these laws.
- 12) Do other California or U.S. cities of similar size have Deputy Mayors? What are their salaries and responsibilities?
- 13) Do the Deputy Mayors and or any other positions in the Mayor's office officially serve as liaisons with the Offices of the Board of Supervisors? If so, what are their specific duties? To whom do they report on such matters?
- 14) How many Assistant to the Mayor positions are now authorized and filled?
- 15) What is the difference between the Deputy Mayor positions and the Assistant to the Mayor positions? -39-



Office of the Mayor
SAN FRANCISCO



ART AGNOS

February 8, 1990

Mr. Harvey Rose
Budget Analyst
1390 Market Street #1025
San Francisco, California 94102

Dear Mr. Rose:

As we discussed, and as you conveyed in your letter to the Board of Supervisors, I am available to answer whatever questions Supervisor Hsieh may have, either in writing or verbally, regarding how my office conducts the public's business.

With that in mind, I am providing you with my responses to Supervisor Hsieh's questions regarding my Deputy Mayor system.

Please don't hesitate to contact me if I can be of further assistance.

Sincerely,

ART AGNOS

AA/cela

Enclosure



Office of the Mayor
SAN FRANCISCO



ART AGNOS

Mayor Agnos' Response to the 15 Questions submitted by the Budget Analyst

February 8, 1990

1. How many Deputy Mayor positions are now authorized and filled?

Answer: As delineated in the Fiscal Year 1989-90 budget as approved by the Board of Supervisors, 7 Deputy Mayor positions are authorized. All positions are filled.

2. When was the first Deputy Mayor position established? For what purpose?

Answer: The first Deputy Mayor position was established during Mayor Alioto's Administration on December 10, 1973. There is no job description on file at Civil Service for that Class - 1580. Consequently,, we must assume that the position was meant to carry out those duties assigned by the Mayor. Source - Civil Service.

3. What are the specific responsibilities of each current Deputy Mayor?

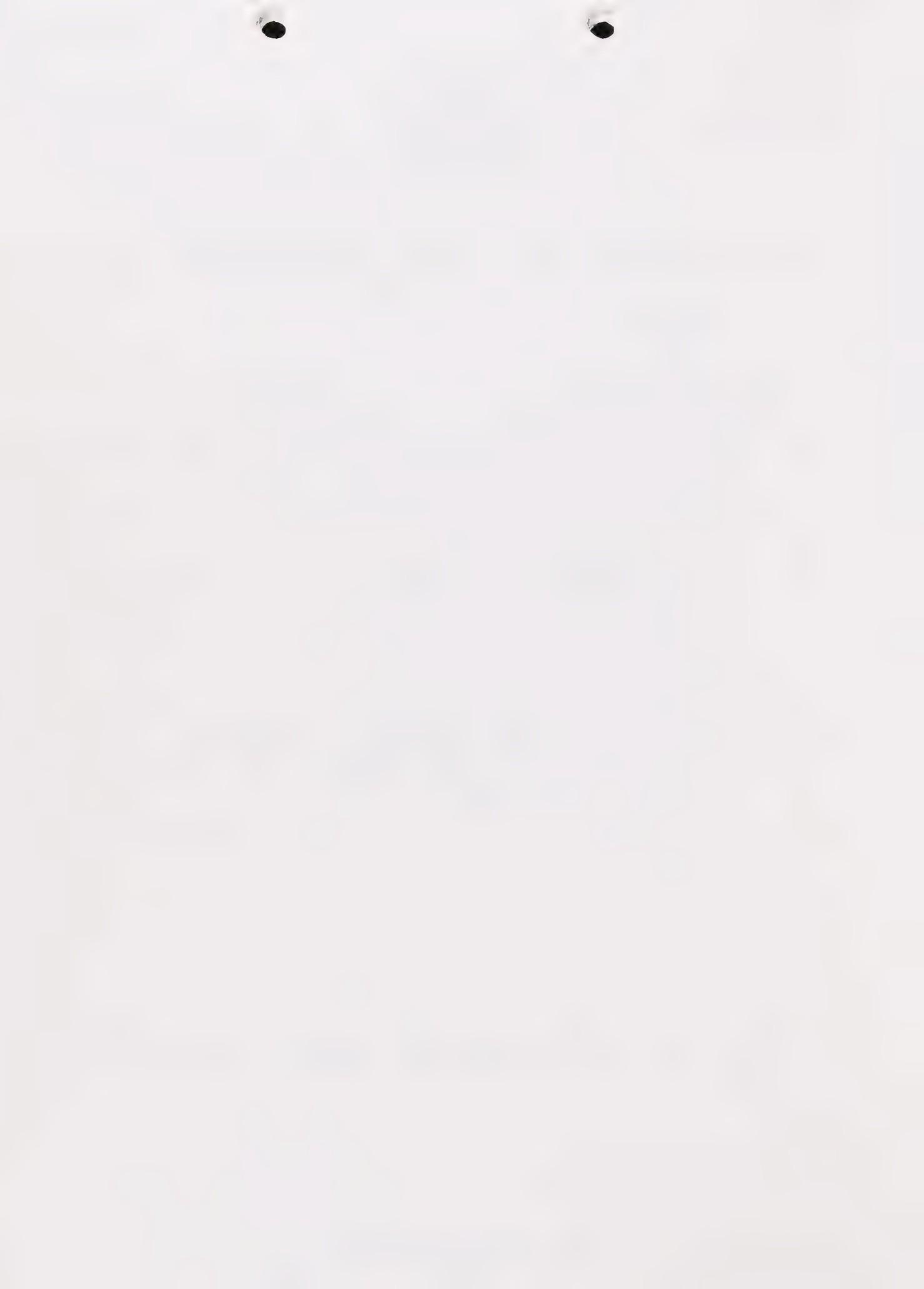
Answer: As delineated in the budget, the Mayor's office is divided into several divisions. Each Deputy Mayor is responsible for administering a division. Additionally, each Deputy (except the Finance deputy) is the Mayor's liaison to a "cluster" of city departments thereby enabling the Mayor to carry out his Charter-mandated (Section 3.1) supervision of city departments. Additionally, each Deputy Mayor carries out assignments as directed by the Mayor.

Deputy Mayor for Government Operations

Mayor's Office Division: Operations

From Budget - Page 181:

"This division oversees the City's administrative departments, provides staff to the Citizens Assistance Center, monitors the City's State and Federal lobbying offices, and provides support services for the Mayor's Office.



During FY 88/89, the responsibility for labor negotiations was transferred from the Board of Supervisors to the Mayor's Office. Over the past year, thirty-seven MOUs (Memoranda of Understanding between the City and its bargaining units) expired and needed to be renegotiated. Due to funding constraints, this work was absorbed by existing staff, with much of the work performed by contract during 1988/89. Slightly more than one-third of the contracts negotiated in 1988/89 will have to be renegotiated in 1989/90.

The proposed budget upgrades and expands the employee relations functions by redirecting Board funds and by reassigning resources already existing in the Mayor's Office. With this staff, the budget anticipates a significant reduction in contract costs. The unit will consist of a director, a position responsible for the "Whistleblower" program, and secretarial support. The unit will continue to negotiate labor contracts as well as provide citywide coordination of equal employment opportunity efforts. It will also be responsible for the Work Improvement Project and the Employee Recognition Program."

Deputy Mayor for Government Operations Department Cluster:

Assessor	Chief Administrative Officer
Citizens Assistance Center	City Attorney
Civil Service	Commission on Status of Women
Controller	Controller
Employee Health Service	Human Rights Commission
Labor Relations	Lobbyist Oversight
Recorder	Regional Boards/Issues
Registrar	Retirement
Treasurer	Tax Collector
Purchaser	

Deputy Mayor for Budget and Finance

Mayor's Office Division: Budget

From Budget - Page 181:

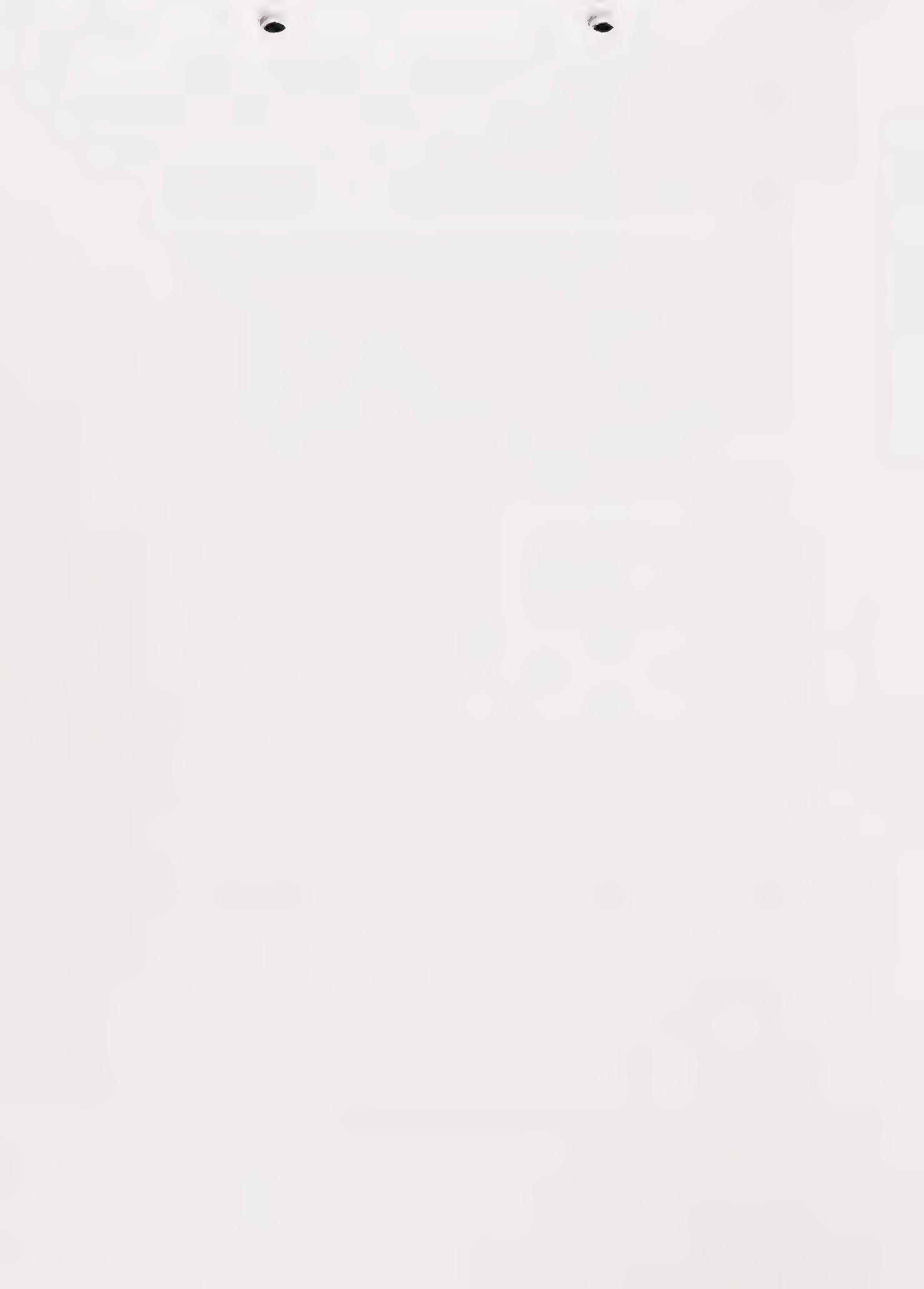
"This division prepares the annual budget and provides oversight of all City departments regarding budgetary and financial issues. There are no major budget changes."

Deputy Mayor for Public Safety

Mayor's Office Division: Public Safety

From Budget - Page 181:

"Formerly the Mayor's Office of Criminal Justice, this division has been renamed to reflect its new priorities. The division



will retain the responsibility of managing criminal justice grants, but will reorganize during the fiscal year to enhance its ability to coordinate and provide policy direction to the City's criminal justice system. Particular emphasis will be placed on initiating and coordinating model programs to combat crack cocaine, re-orientating the Youth Guidance Center and improving the coordination and organization of the criminal justice system."

Deputy Mayor for Public Safety Department Cluster:

Administration MCJC Grants	District Attorney
Public Defender	Juvenile Probation
Department of Emergency Services	Fire Department
Police Department	Sheriff Department

Deputy Mayor for Business and Economic Development

Mayor's Office Divisions: Business and Economic Development

From Budget – Page 182:

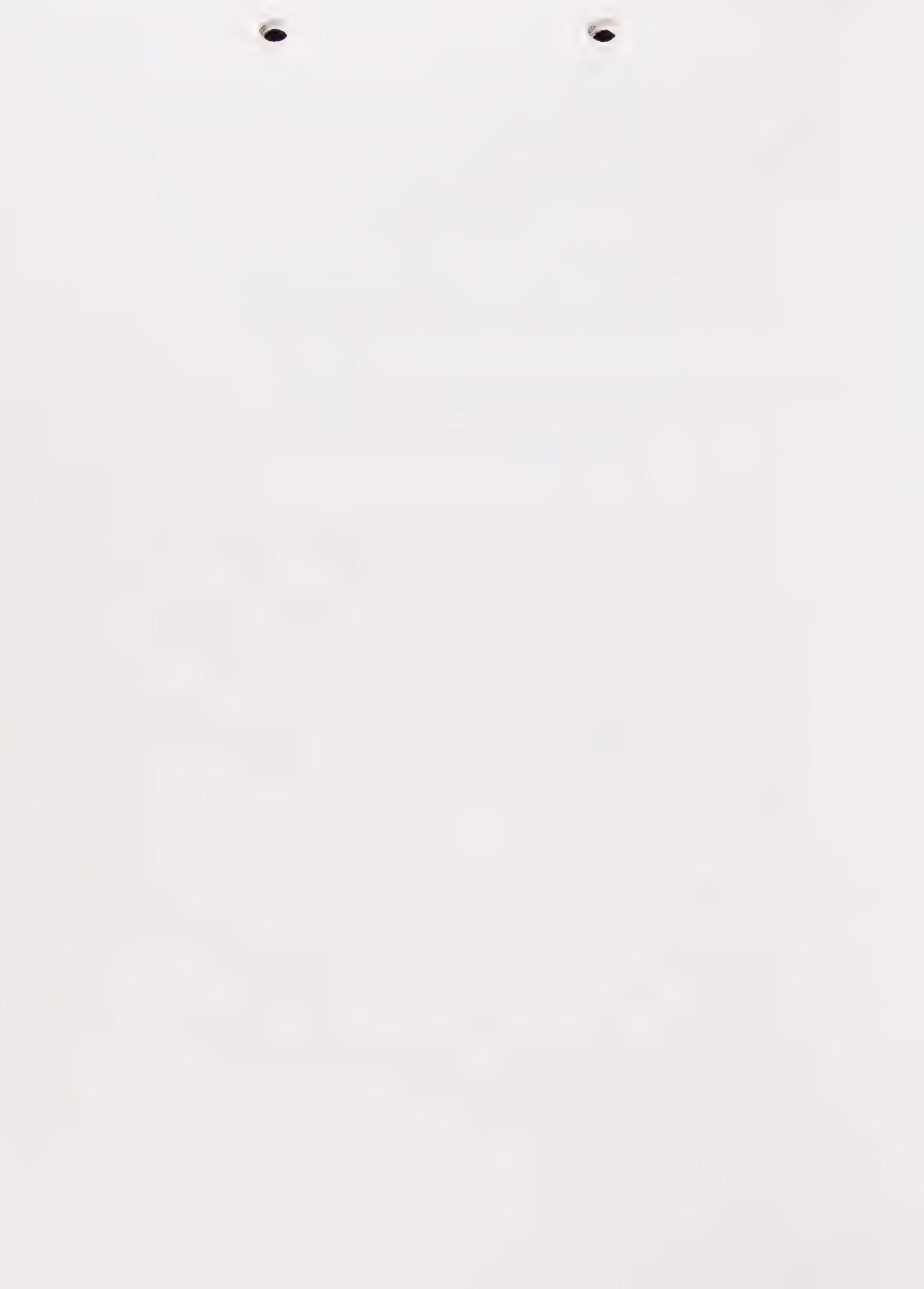
"The responsibilities of this division include providing a liaison between the small and big business communities and City government, including administering loan funds for small businesses. The highlights of this fiscal year for small business include: the publication of "Getting Started," a guide book for small businesses on how to start up a business in the City and the creation of the "One-Stop Shop," which allows new businesses to acquire all needed permits at a single location. The year culminated with the Mayor's trade mission to Asia.

During the upcoming year, the division will continue its efforts to improve the City's business climate and provide direction for the economic development of the City. A small mid-year reorganization is contemplated that will concentrate the divisions' resources in the area of planning development strategies for the City."

Small Business Bureau

From Budget – Page 183

"As mentioned above, this Bureau was established by the Board of Supervisors in 1985 as the administrative agency to the Small Business Advisory Commission, established by the same legislation. Funding was never provided for the activities of the Commission or to make the Bureau operational. Legislation enacted in 1988 established a business registration fee and provided that up to \$200,000 of the fee revenues should be allocated to support activities for the benefit of San Francisco's small business community."



"The Small Business Advisory Commission worked with the Mayor's Office to develop a budget of \$150,000 to support the Commission's work plan for FY 89/90. The proposed budget includes funding for a director, an analyst and secretarial support. The Commission's priority will be to develop a data base of small business and to complete a needs assessment of those small businesses in order to determine how the City might help encourage the development and growth of small businesses."

Deputy Mayor for Business and Economic Development Department Cluster:

Airport	Blue Ribbon Business Committee
Convention Facilities	Film Office
Libraries	International Business Development
Port	Small Business Advisory Commission
Museums	Art Commission
War Memorial	Sister Cities

Att. 2

Deputy Mayor for Housing

Mayor's Office Divisions: Housing/Community Development

From Budget - Page 182:

"The Mayor's Housing Office administers housing loan and grant programs worth approximately \$15 million per year. The division and its loan programs are funded primarily with Community Development Block Grant (CDBG) and other federal and state funds. Because of its funding sources, this divisions' budget is on a calendar year and does not appear in the fiscal year budget."

Deputy Mayor for Housing Department Cluster:

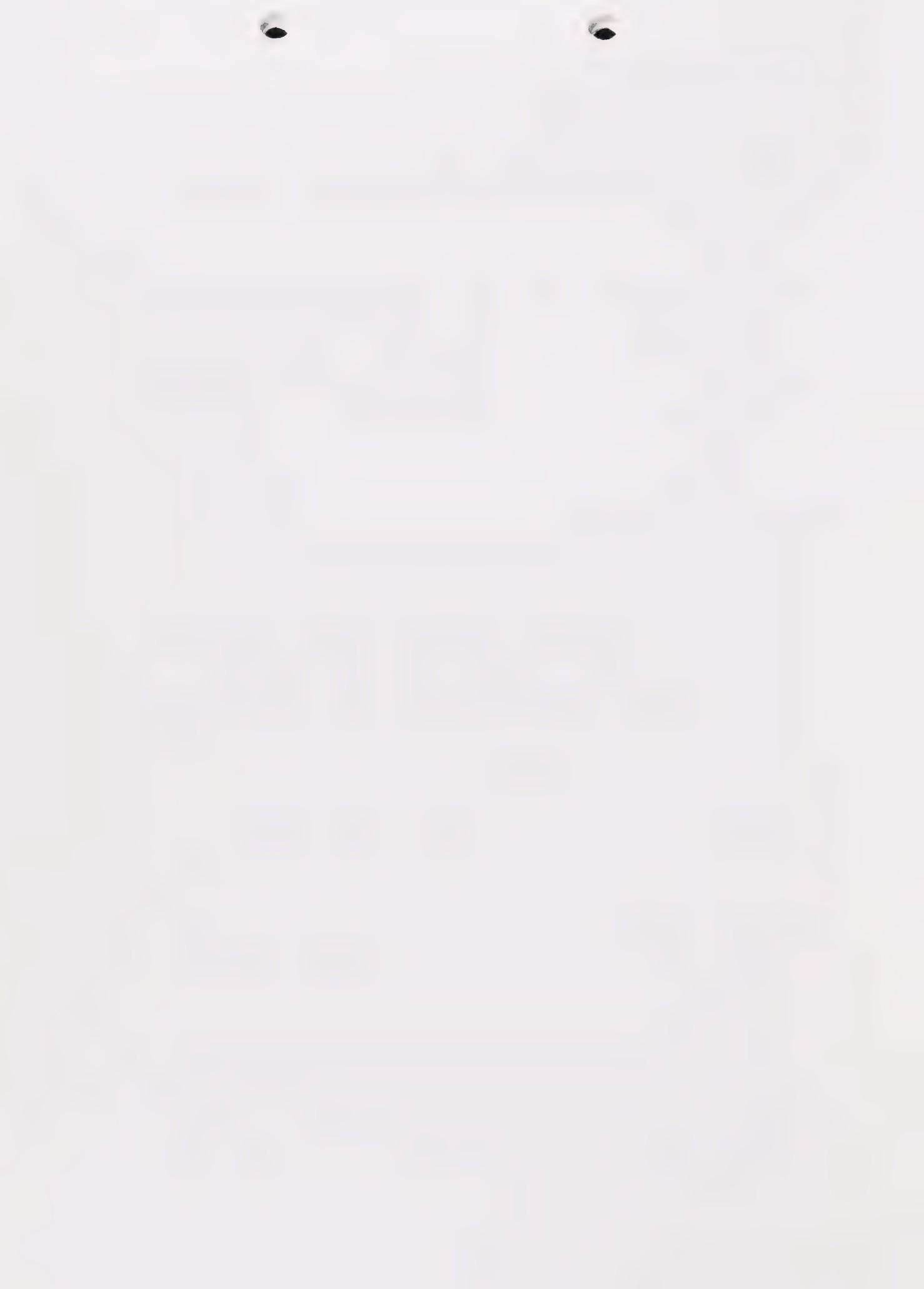
Housing Authority	Redevelopment
Planning	Rent Board/Rent Control
Affordable Housing	CDBG Grant Administration

Deputy Mayor for Health and Social Services

Mayor's Office Division: Health, Social Services, Children

From Budget - Page 182

"This division coordinates the City's human services policies, in the area of health, social services, aging and recreation and parks. The divisions' focus has concentrated on homelessness and AIDS. This past year, the division initiated an interfaith emergency shelter program, in which the churches and synagogues around the City provide emergency shelter to the homeless on a rotating basis."



"In the upcoming fiscal year, the division will be establishing an Office of Children Youth and Their Families (described above). It will also continue its work on the homeless and AIDS, by working with the Department of Social Services to develop transitional housing (longer-term housing, as opposed to emergency shelter) for the homeless, preparing for the 1990 International AIDS conference to be held in San Francisco, and implementing the recommendations of the AIDS Task Force."

Deputy Mayor for Health and Human Services Department Cluster:

Children and Families	Department of Health
Commission of Aging	Department of Social Services
Homeless Programs	Mental Health
Hospitals	Public Guardian/Administrator
Recreation and Parks	

Deputy Mayor for Transit and Infrastructure

Mayor's Office Division: Transit and Infrastructure

From Budget - Page 183

"This division oversees the City's transit and public works policies. At the top of next years' agenda will be the reorganization of existing City departments into a Parking Department, as approved by the voters' passage of Proposition D last fall."

Deputy Mayor for Transit and Infrastructure Department Cluster:

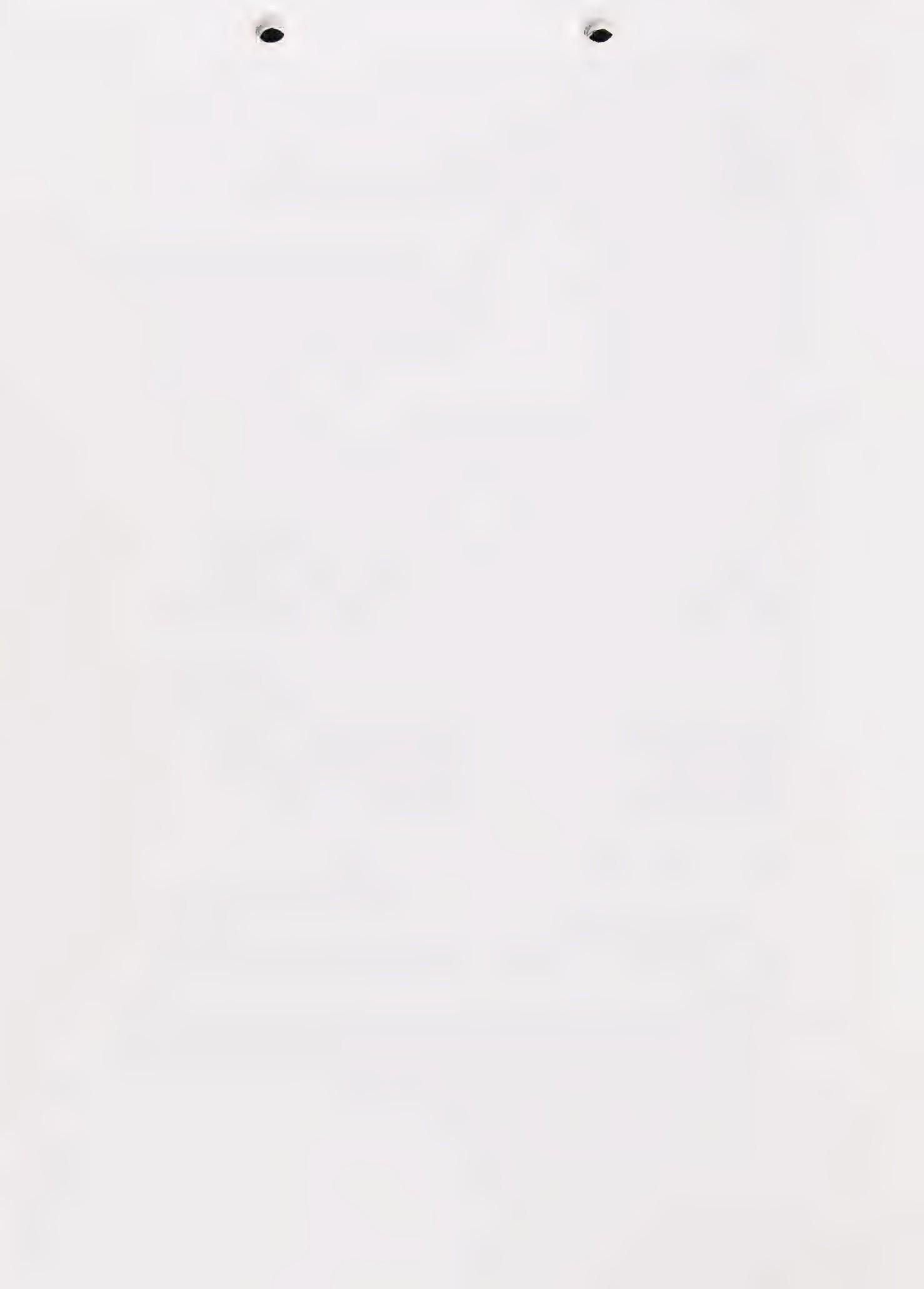
Solid Waste Program	Chief Administrative Officer
Conservation Corps	Municipal Railway
Hetch Hetchy	Public Utilities Commission
Water Department	Real Estate Department
Parking Authority	Public Works

4. What are their Civil Service classifications?

Answer: As delineated in the budget, the classification for these positions is A883.

5. Have Civil Service Job specifications been developed for these positions?

Answer: No, pending a re-classification of the entire Mayor's Office staff. As part of next year's budget proposal, the Mayor will present a re-classification plan for his staff including revised job specifications.



If not, have any other job specifications been created?

Answer: The Mayor directs his staff's activities and is responsible for evaluating their performance.

6. What are the annual salaries of each Deputy Mayor?

Answer: As delineated in the budget, the salary for A883 positions is \$94,458 annually. The salary of the Deputy Mayor for Transportation and Infrastructure however, is 89,000. annually.

What are the benefits and perquisites of these positions?

Answer: As with all other temporary city employees, Deputy Mayors are entitled only to employee health benefits. The deputies are not in the city's retirement system. An exception is the Deputy Mayor for Transportation and Infrastructure as described in Question # 7.

7. What are the funding sources for the Deputy Mayor positions?

Answer: The city budget as approved by the Board of Supervisors.

Sixty percent of the the Deputy Mayor for Public Safety's salary comes from AB 90 funding. The remaining 40% comes from the General Fund. This is consistent with the prior position from which the Deputy position was derived.

The Deputy Mayor for Transportation and Infrastructure is paid through the Public Utilities Commission via a contract with the Municipal Railway Improvement Corporation on an annual contract basis. His compensation includes, \$89,000. in salary and \$13,000. in a benefits package. The incumbent has worked in this capacity since 1986 and is presently on loan to the Mayor's office.

8. How many of the current Deputy Mayors are San Francisco residents?

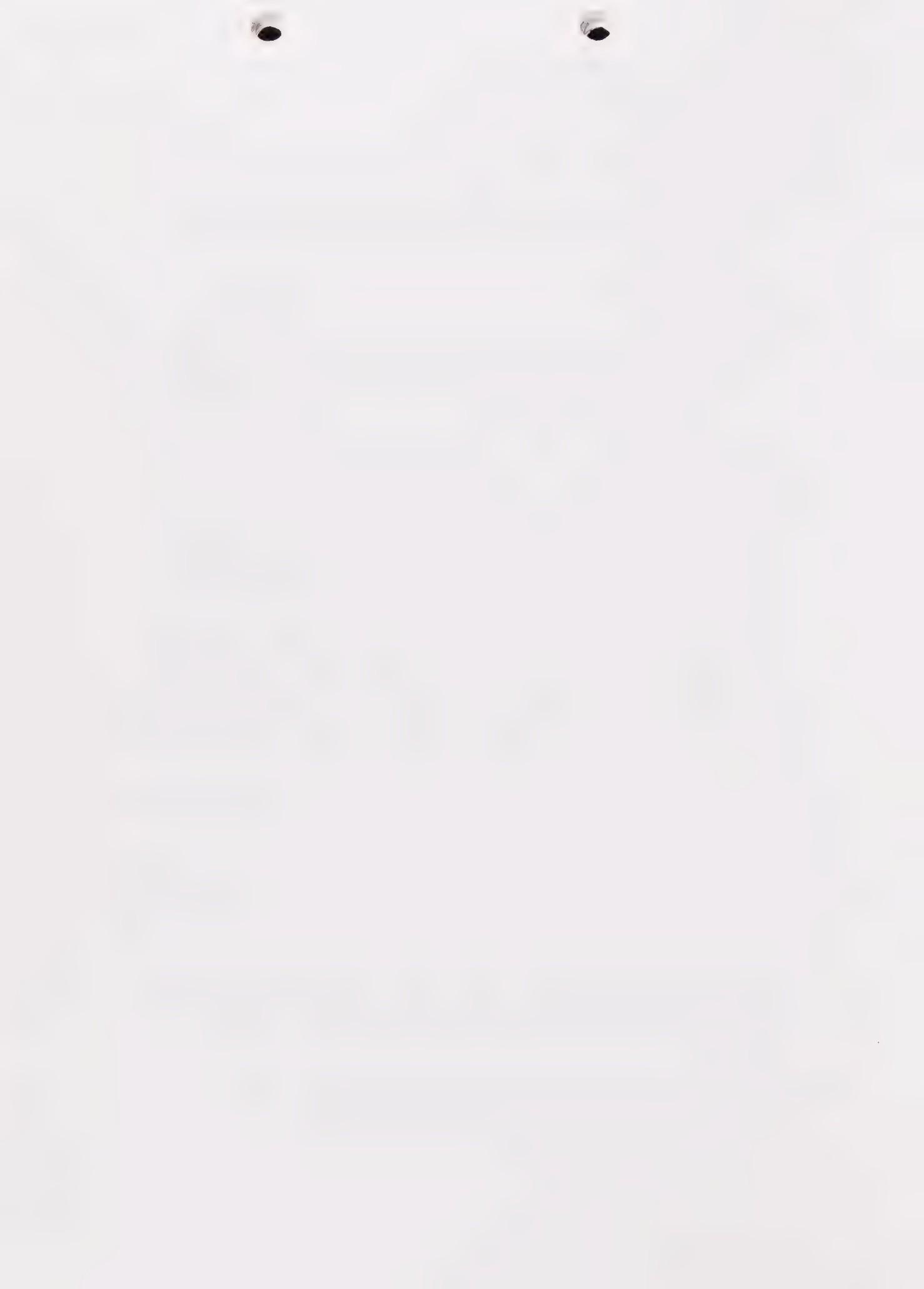
Answer: Five of seven.

9. What are the working titles of each Deputy Mayor and how are they used?

Answer: See Answer #3.

Was it a misrepresentation for the Deputy Mayor for Finance to send out a Proposition P campaign letter under unofficial "City of San Francisco" stationery, signing her title as "Budget Director"?

Answer: No. The Deputy Mayor for Budget and Finance directs preparation of the city's budget and is often referred to as the city's Budget Director in the media as well as the public.



The letter in question was not prepared during City working hours and clearly stated that its printing and mailing was paid for by the campaign.

10. What are the controls with respect to the responsibilities, accountability and workload of each Deputy Mayor?

Answer: The Mayor.

11. What conflict of interest laws are these positions subject to? Obtain and review filings made in compliance with these laws.

Answer: The Mayor requires the Deputy Mayors to adhere to the same conflict of interest laws as elected officials.

The Deputy Mayors' Statements of Economic Interest are on public file in the Mayor's office. Copies can be obtained by contacting Ms. Susan Andrus at 554-6562.

12. Do other California or U.S. Cities of similar size have Deputy Mayors? What are their salaries and responsibilities?

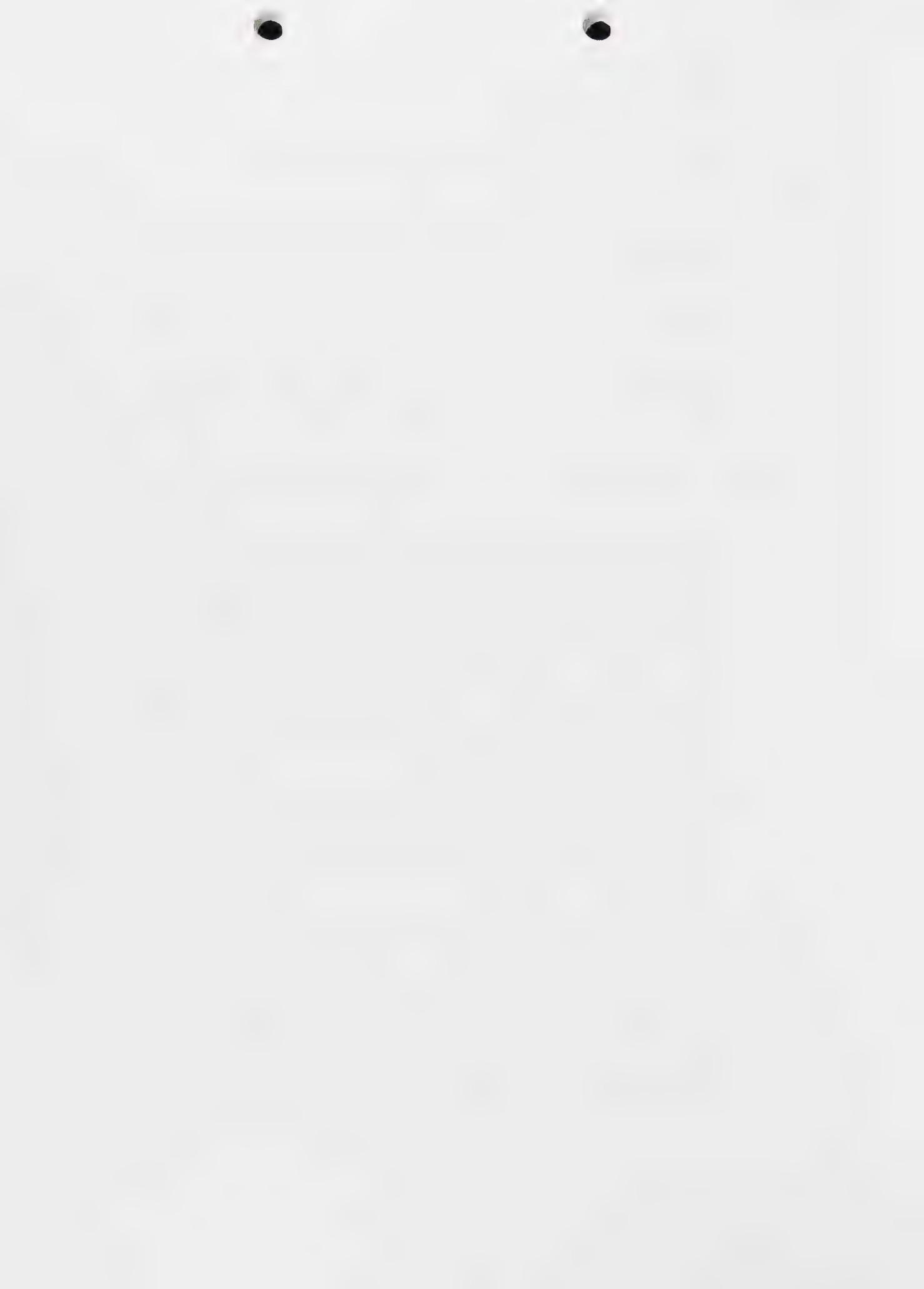
Answer: Some cities have Deputy Mayors, others do not. However, the question is irrelevant because each city in America has its own structure and staffing pattern. Deputy Mayors in San Francisco assume responsibilities which are held by a variety of positions in other localities. For example, in many cities, the Employee Relations function is supervised by a City Manager. In San Francisco, that function is supervised by a Deputy Mayor on behalf of the Mayor.

In most American cities, transit and utilities are operated by separate districts. In San Francisco, those responsibilities are incorporated in a City Department which must be supervised by the Mayor.

An analysis which attempts to compare the role of San Francisco's Deputies without comparing each and every responsibility of San Francisco's Mayor with the responsibilities to be found in other cities is inherently flawed and therefore useless.

13. Do the Deputy Mayors and/or any other position in the Mayor's office officially serve as liaisons with the Offices of the Board of Supervisors?

Answer: The Deputy Mayor for Government Operations has been assigned by the Mayor to coordinate the Mayor's City, State, and Federal legislative affairs. An assistant to the Mayor who reports to the Deputy Mayor for Government Operations has been designated as the Mayor's liaison to the Board.



Each Deputy and other staff are also called upon to work with the Board on their specific areas of responsibility.

If so, what are their specific duties?

Answer: To attend Board meetings, inform the Mayor of Board actions, and communicate the Mayor's positions to the Board.

To whom do they report on such matters?

Answer: All of the Mayor's staff reports ultimately to the Mayor.

14. How many Assistant to the Mayor positions are now authorized and filled?

Answer: As of 2/8/90 the following Assistant to the Mayor positions have been authorized and are filled:

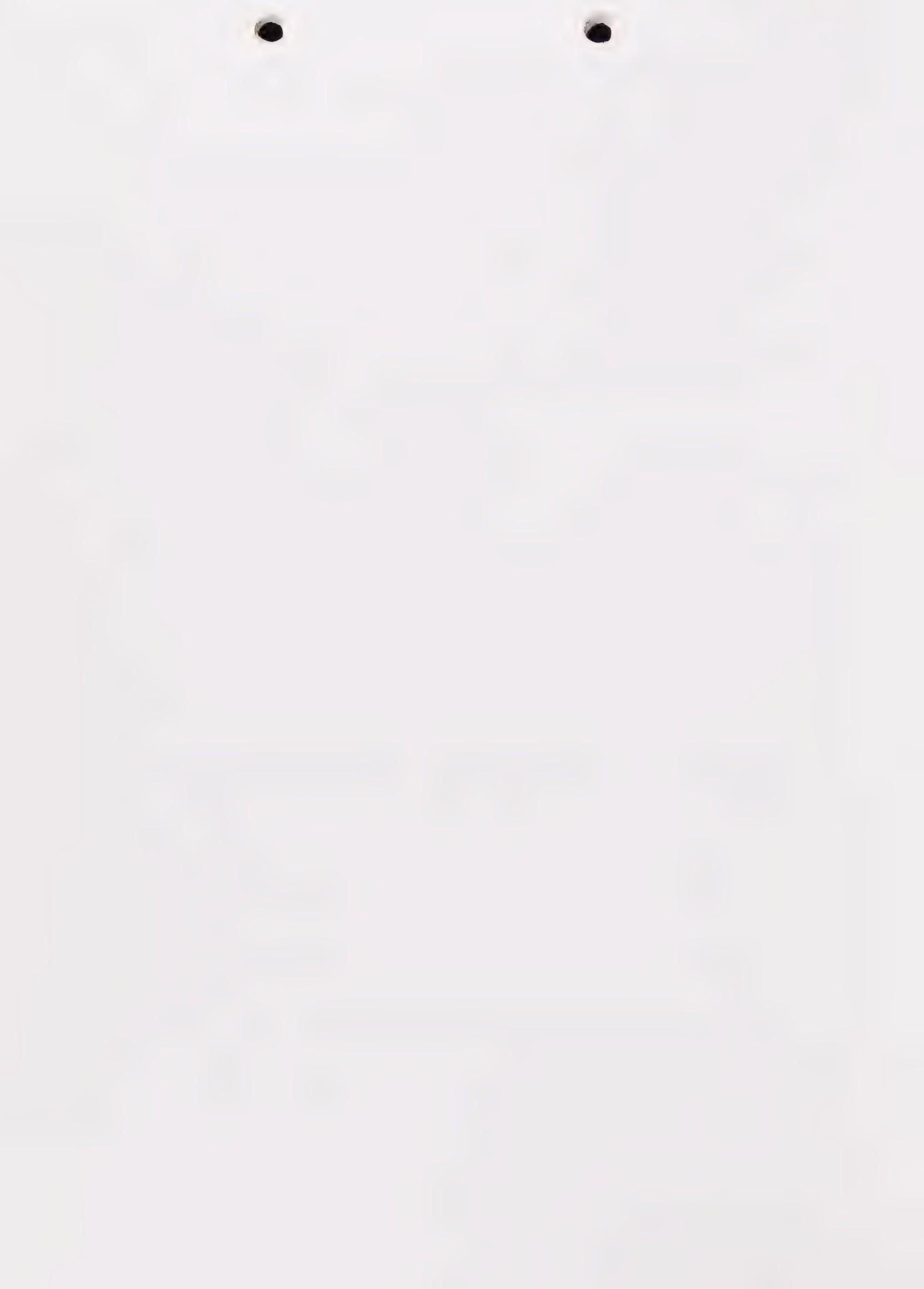
	<u># Authorized</u>	<u># Filled</u>
4	Assistant I	4
9	Assistant II	9
4	Assistant III	4
1	Assistant IV	1
13	Assistnat V	14
5	Assistant VI	5
1	Assistant VII	1

Additionally, the following Assistant to the Mayor positions have been authorized by the Board of Supervisors for the following programs, but have yet to be filled:

<u>Program</u>	<u>Positions(s)</u>
Mayor's Youth Employment Program	Assistant I Assistant II
Mayor's Office of Housing	Assistant III Assistant VI

15. What is the difference between the Deputy Mayor positions and the Assistant to the Mayor positions?

Answer: The Deputy Mayor positions are higher level positions.



MAYOR'S OFFICE SALARIES
Equivalent 1989-90 Salary Rates

Fiscal Year 1989/90					Fiscal Year 1987/88				
<u>Class</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	
1190	General	Mayor	\$122,356	Agnos	General	Mayor	\$122,356	Feinstein	
A883	Transit	Deputy Mayor	102,573	Wright	General	Deputy Mayor	94,458	Lazarus	
A883	Budget	Deputy Mayor	94,458	Wilkins	General	Deputy Mayor	94,458	Roff	
A883	Operations	Deputy Mayor	94,458	Everhart					
A883	Public Safety	Deputy Mayor	94,458	Orr-Smith	#				
A883	Econ Devel	Deputy Mayor	94,458	Ho					
A883	Housing	Deputy Mayor	94,458	Paul	*				
A883	Health	Deputy Mayor	94,458	Snyder					
9780					Comm Devel	Exec Director	91,442	So	
5402					Econ Devel	Exec Director	82,810	Witte	
9794	General	MA VII	81,770	Shafer	General	MA VII	81,770	Gamble	
9794					General	MA VII	81,770	Eastham	
9794					General	MA VII	81,770	Henschel	
9794					Public Safety	MA VII	81,770	Gilford	
1879					Public Safety	Proj Manager	76,258	Gorman	
5404	Housing	Director	75,608	B. Smith	*	Housing	75,608	B. Smith	
5404	Comm Devel	Director	75,608	Del Carlo	*	Econ Devel	75,608	Brooks	
1283	Operations	Dir Emp Rel	75,452	Jacobsen		General	75,608	McGill	
5404					Comm Devel	Consultant	75,608	Gustavson	
5404	Budget	Director	70,882	Becker		Deputy Dir	75,608		
2248	Health	Dir Homeless	62,712	Prentise		Deputy Dir	75,608		
9792	General	MA VI	61,646	Bush	General	MA VI	61,646	Hurtado	
9792	General	MA VI	61,646	Yick					
9792	Operations	MA VI	61,646	McGovern					
9792	Econ Devel	MA VI	61,646	E. Choy					

* grant funded

partially grant funded



MAYOR'S OFFICE SALARIES
Equivalent 1989-90 Salary Rates

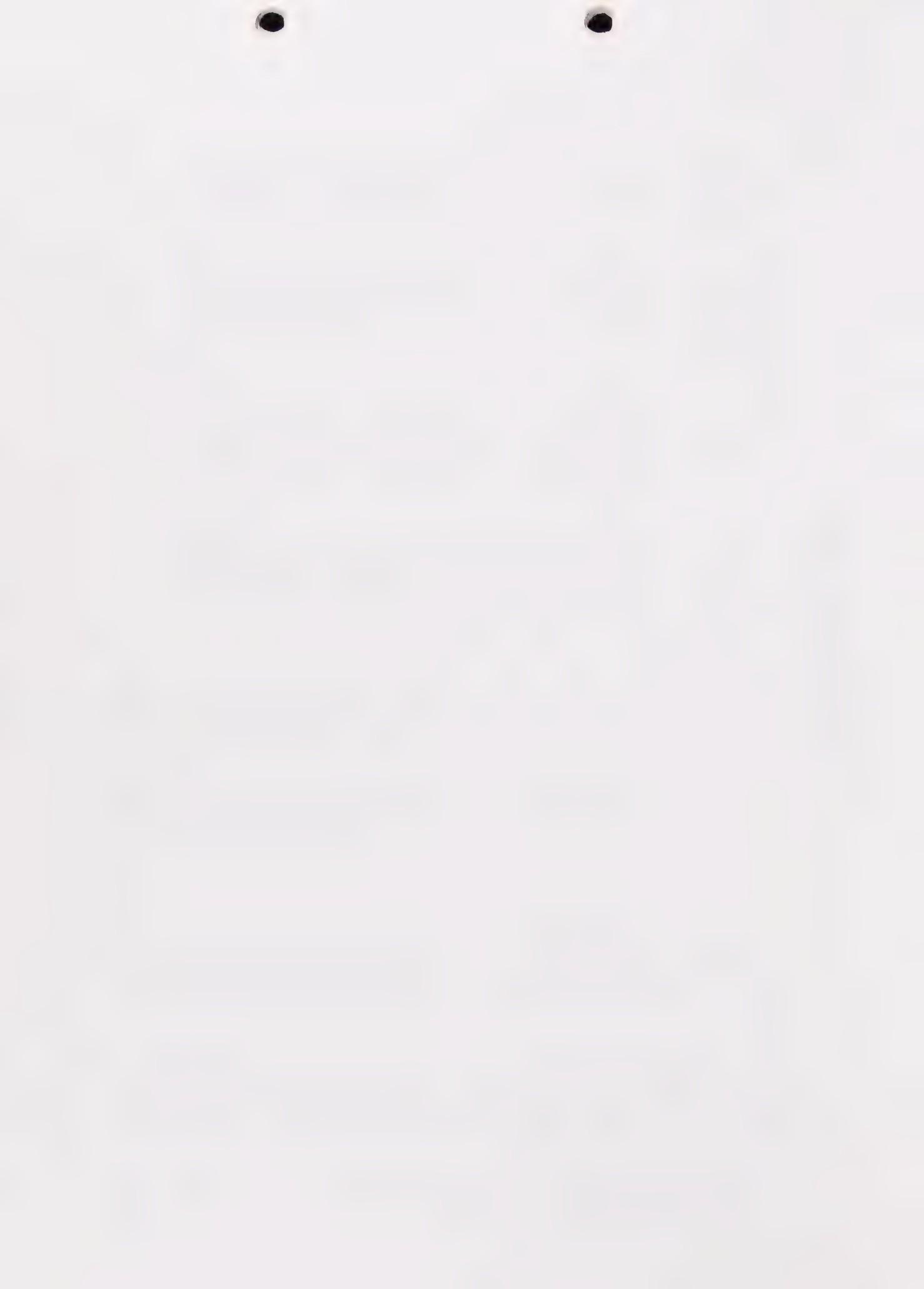
Fiscal Year 1989/90

Fiscal Year 1987/88

<u>Class</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>		<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>
9792	Housing	MA VI	\$61,646	La Torre	*				
9792	Housing	MA VI	61,646	T. Jones	*				
9776	Comm Devel	Sup CD Spec	60,632	Haw	*	Comm Devel	Sup CD Spec	\$60,632	Haw
9776	Comm Devel	Sup CD Spec	60,632	Pon	*	Comm Devel	Sup CD Spec	60,632	Pon
9776	Comm Devel	Sup CD Spec	60,632	Lawrence	*	Comm Devel	Sup CD Spec	60,632	Del Carlo
9776	Comm Devel	Sup CD Spec	60,632	Gunther	*				
8194	Public Safety	Deputy Dir	60,580	Buick	#	Public Safety	Deputy Dir	60,580	Buick
5404	Transit	Exec Asst	60,486	T. Johnson					
8246						Emerg Serv	Director	59,462	Phil Day
Contract	Housing	Adm Asst	59,405	Lott	*	Emerg Serv	Architect	57,746	Jenkin
	5268					Emerg Serv	Manager	55,822	LaTorre
	5406	Housing	Manager	55,822	Bates	*	Housing Manager	55,822	Rosson
	5406	Housing	Fiscal Officer	55,822	O. Lee	*	Housing Manager	55,354	Copertini
	9790	General	MA V	55,354	Copertini		General MA V	55,354	Becker
	9790	Budget	MA V	55,354	Agostini		General MA V	55,354	Brigham
	9790	Budget	MA V	55,354	Ehrlich		General MA V	55,354	Broder
	9790	Budget	MA V	55,354	Goldstein		General MA V	55,354	B. Lim
	9790	Budget	MA V	55,354	Kipper		General MA V	55,354	Lubliner
	9790	Budget	MA V	55,354	Serata		General MA V	55,354	Osaki
Operations	Operations	MA V	55,354	Sanchez		General MA V	55,354	Rees	
9790	Operations	MA V	55,354	E. Lee		General MA V	55,354	J. Wunderman	
9790	Econ Devel	MA V	55,354	Goldman		General MA V			
9790	Econ Devel	MA V	55,354	Sue Lee					
9790	Health	MA V	55,354	K. Choy					
9790	Health	MA V	55,354	Maloney					

* grant funded

partially grant funded

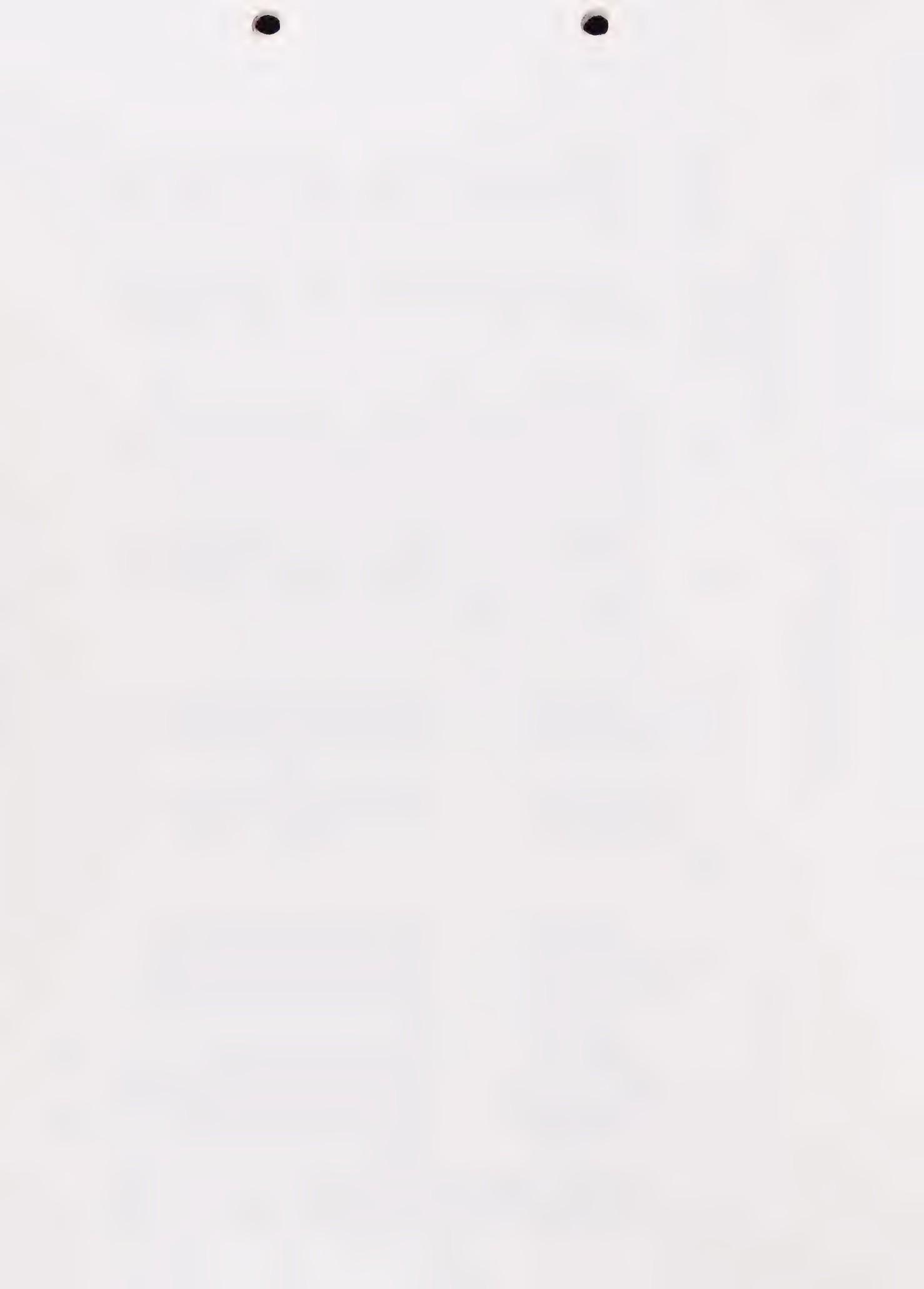


MAYOR'S OFFICE SALARIES
Equivalent 1989-90 Salary Rates

Fiscal Year 1989/90					Fiscal Year 1987/88				
<u>Class</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>		<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>
9790	Health	MA V	\$55,354	(vacant)					
9790	Transit	MA V	55,354	Florin					
1849	Public Safety	Prog Manager	55,198	Sweeney	#	Public Safety	Prog Manager	\$55,198	Sweeney #
1849	Public Safety	Prog Manager	55,198	Conway	#	Public Safety	Prog Manager	55,198	Conway #
1849	Public Safety	Prog Manager	55,198	Lam	#	Public Safety	Prog Manager	55,198	Armistead #
1849	Econ Devel	Prog Manager	55,198	Heindel	*	Public Safety	Prog Manager	55,198	Heindel *
1849	Econ Devel	Prog Manager	55,198	Chandler		Econ Devel	Prog Manager	55,198	Goldman
						Econ Devel	Prog Manager	55,198	Nakata
						Econ Devel	Prog Manager	55,198	La Plante
						Comm Devel	Prog Manager	55,198	Gunther *
						Comm Devel	Prog Manager	55,198	Lawrence *
9775	Comm Devel	Sr CD Spec II	50,830	Kudelka	*	Comm Devel	Sr CD Spec II	50,830	Kudelka *
5408	Public Safety	Prog Coord	50,258	Mayfield	*	Econ Devel	Prog Coord	50,258	Sue Lee *
5408	Econ Devel	Prog Coord	50,258	Sucich		Housing	Prog Coord	50,258	Bates *
5408	Housing	Prog Coord	50,258	M. Davis	*				
1530	Operations	Adm Sec	48,412	Clay		General	Adm Sec	48,412	Bloom
1530	Operations	Adm Sec	48,412	Rodriguez		General	Adm Sec	48,412	Durette
9775	Comm Devel	Sr CD Spec II	48,412	J. Harris	*	Comm Devel	Sr CD Spec II	48,412	J. Harris *
5410	Econ Devel	Spec Asst	48,230	Espinoza		Econ Devel	Spec Asst	48,230	Espinoza
5410	Econ Devel	Spec Asst	48,230	Chenok	*	Econ Devel	Spec Asst	48,230	Lott
5410	Housing	Spec Asst	48,230	N. Williams	*	Housing	Spec Asst	48,230	Rafael
5410	Housing	Spec Asst	48,230	Newman	*	Housing	Spec Asst	48,230	Rumpf *
5410	Housing	Spec Asst	48,230	Moy		Housing	Spec Asst	48,230	M. Davis *
8247						Emerg Serv	Coordinator	48,178	Yoes
9786	Operations	MA III	47,632	Stagner		General	MA III	41,860	Stagner

* grant funded

partially grant funded

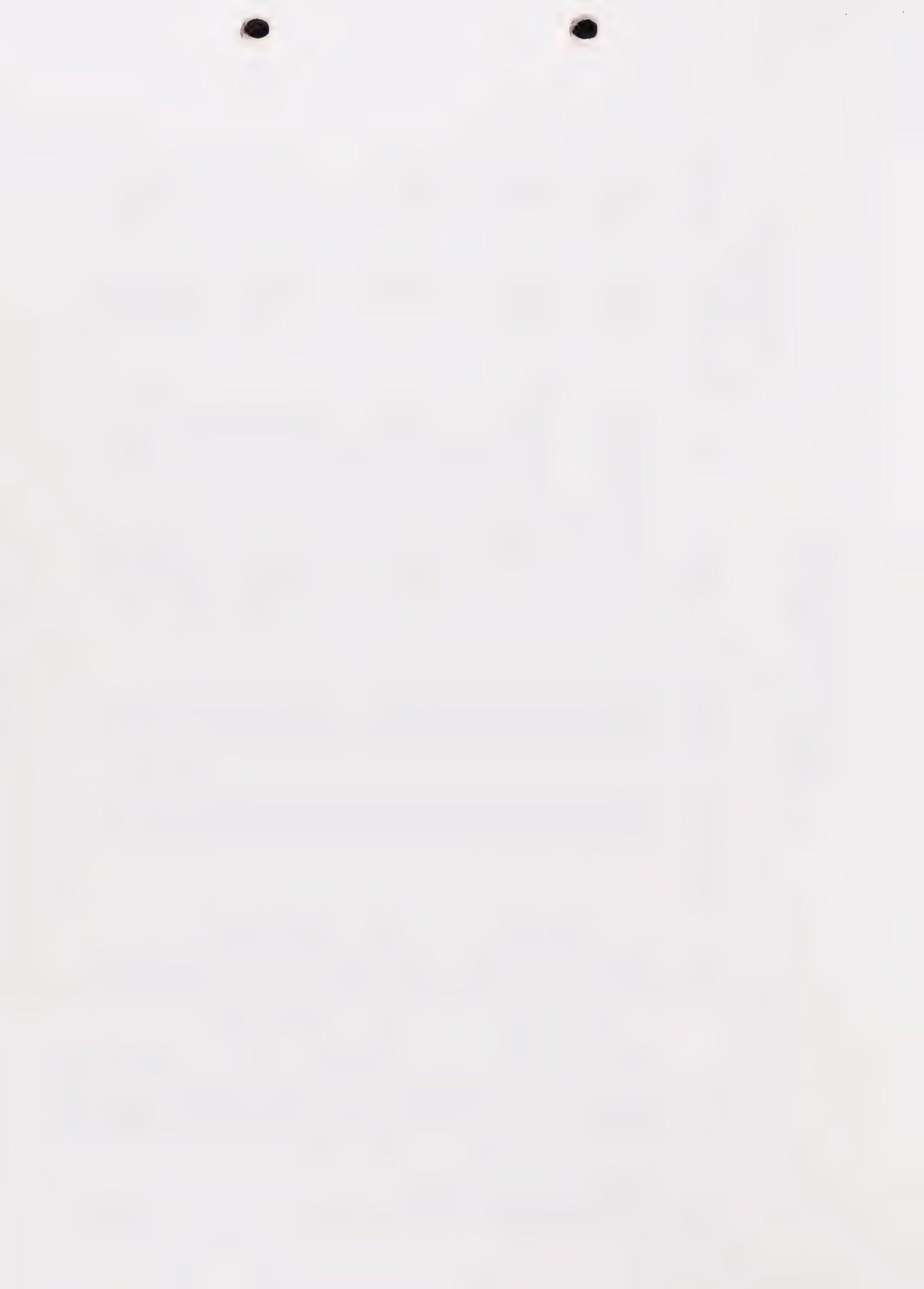


MAYOR'S OFFICE SALARIES
Equivalent 1989-90 Salary Rates

Fiscal Year 1989/90					Fiscal Year 1987/88				
<u>Class</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	
9788	Econ Devel	MA IV	\$47,632	Sunday					
9786	Econ Devel	MA III	47,632	Tsai	Econ Devel	MA III	\$41,860	Tsai	
9788	General	MA IV	47,212	Silverman	General	MA IV	47,216	Strawn	
1823	Econ Devel	Sr Adm Anal	46,332	Legrand					
9775	Budget	Sr CD Spec II	46,098	Andrus					
1111	Housing	Relocation Dir	46,098	L. Davis	*	Spec Proj	Relocation Dir	46,098	
9775	Comm Devel	Sr CD Spec II	46,098	Beeson	*	Comm Devel	Sr CD Spec II	46,098	
9775	Comm Devel	Sr CD Spec II	46,098	Baker	*	Comm Devel	Sr CD Spec II	46,098	
9786	Housing	MA III	45,370	Lipski					
	Health	MA III	45,370	Uribe					
9786	Arts-Rec	MA III	45,370	O'Driscoll	Econ Devel	MA III	41,860	Chandler	
1654	Housing	Prin Acct	45,006	Goce	*	Housing	Prin Acct	45,006	
9774	Comm Devel	Sr CD Spec I	45,006	N. Harris	*	Comm Devel	Sr CD Spec I	45,006	
380	Operations	Inspector	42,672	Chignell					
1823	Comm Devel	Sr Adm Anal	42,068	Cox	*	Econ Devel	Sr Adm Anal	42,068	
1846	Public Safety	Exec Asst MO	41,678	Sanzeri	*				
1847	Econ Devel	Exec Aide MO	40,690	Paxton	Housing	Exec Aide MO	40,690	Nguyen	
1847	Housing	Exec Aide MO	40,690	Keilch	*	Comm Devel	Exec Aide MO	40,690	
1847	Comm Devel	Exec Aide MO	40,690	Dawalt	*	Comm Devel	Exec Aide MO	40,690	
1847	Housing	Exec Aide MO	40,690	(vacant)	*				
9784	General	MA II	40,144	Rothman	General	MA II	37,050	Rothman	
9784	General	MA II	40,144	Donahue	General	MA II	37,050	Furia	
9784	Operations	MA II	40,144	Jeung	General	MA II	37,050	Sanchez	
9784	Operations	MA II	40,144	Bartlett	Housing	MA II	37,050	Phelan	
9784	Public Safety	MA II	40,144	Lynch	*	General	MA II	37,050	
								L. Wunderman	

* grant funded

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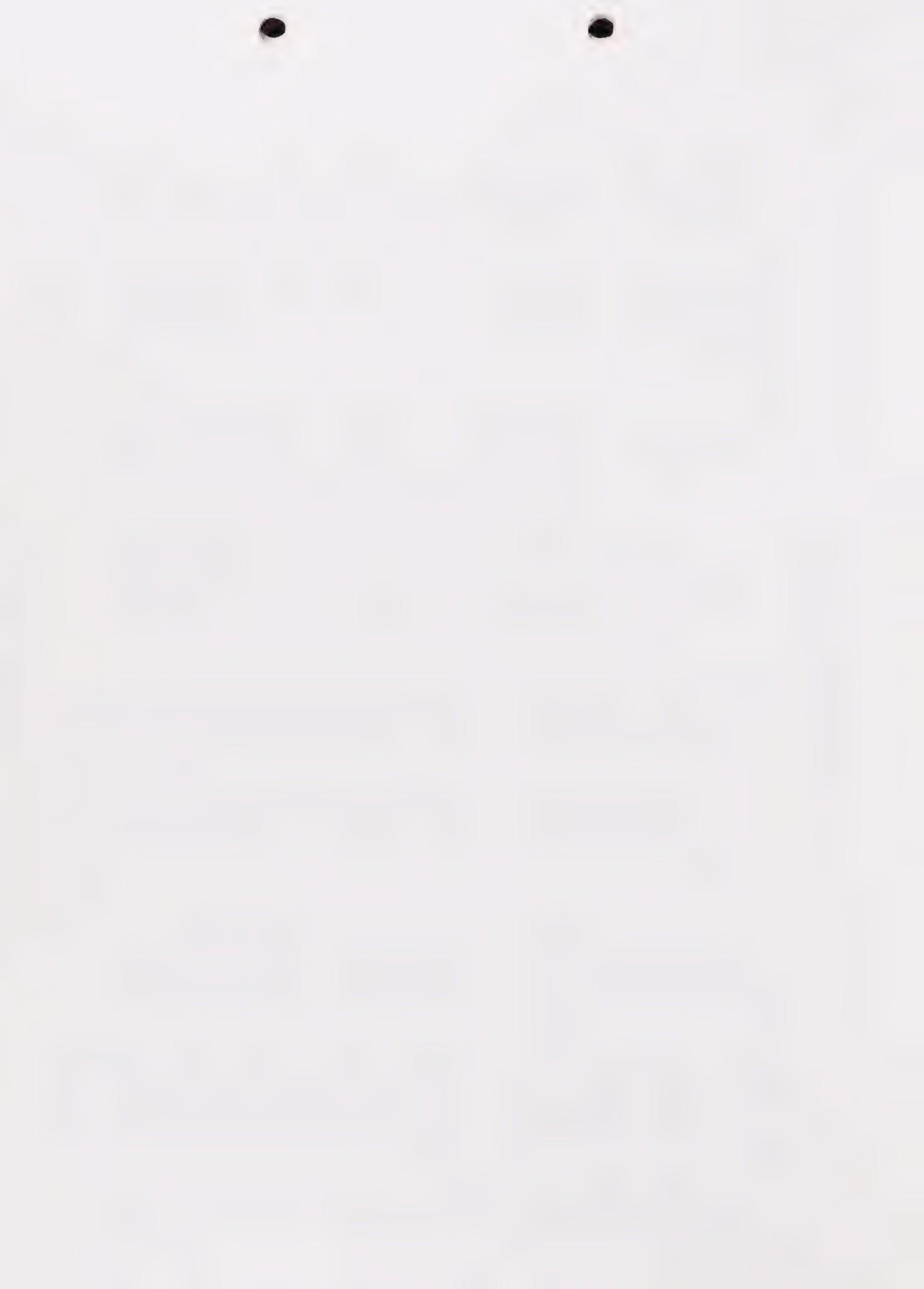


MAYOR'S OFFICE SALARIES
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Fiscal Year 1989/90					Fiscal Year 1987/88				
<u>Class</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	
9784	Econ Devel	MA II	\$40,144	Eickman	General	MA II	\$37,050	Eickman	
9784	Econ Devel	MA II	40,144	Clarke	Housing	MA II	37,050	N. Williams	
9784	Health	MA II	40,144	Barton	General	MA II	37,050	Rogan	
9784	Arts-Rec	MA II	40,144	Housh					
8452	Public Safety	CJ Spec II	40,118	J. Smith	# Econ Devel	CJ Spec II	40,118	J. Smith	
8452	Public Safety	CJ Spec II	40,118	Custead	# Public Safety	CJ Spec II	40,118	Custead	
8452	Public Safety	CJ Spec II	40,118	(vacant)	# Public Safety	CJ Spec II	40,118	Brissenden	
8452					Public Safety	CJ Spec II	40,118	Debrauske	
8452					Public Safety	CJ Spec II	40,118	Leonard	
8247					Emerg Serv	Coordinator	39,726	Koon	
9774	Comm Devel	Sr CD Spec I	38,974	Kaplanis	*				
9774	Comm Devel	Sr CD Spec I	38,974	Rizzo	*				
9774	Comm Devel	Sr CD Spec I	38,974	W. J. Smith	*	Comm Devel	Sr CD Spec I	38,974	
9774	Comm Devel	Sr CD Spec I	38,974	Villazon	*	Comm Devel	Sr CD Spec I	38,974	
9740	Comm Devel	Staff Asst IV	38,558	E. Brown	*	BV Facility	Staff Asst IV	38,558	
9910	Operations		37,440	Lana Davis	*				
1652	Housing	Senior Acct	37,154	Cayabyab	*	Comm Devel	Senior Acct	37,154	
1652	Comm Devel	Senior Acct	37,154	Dominia	*	Comm Devel	Senior Acct	37,154	
1652	Comm Devel	Senior Acct	37,154	Telford	*	Comm Devel	Senior Acct	37,154	
1802	Comm Devel	Research Asst	36,582	Chuba	*	BV Facility	Research Asst	36,582	
1818	Housing	MIS Spec II	36,244	Chansin	*	Housing	MIS Spec II	36,244	
1818	Comm Devel	MIS Spec II	36,244	Marino	*	Comm Devel	MIS Spec II	36,244	
9782	General	MA I	35,256	O'Clair	General	MA I	30,992	Gallen	
9782	Econ Devel	MA I	35,256	Robbins	General	MA I	30,992	Lewis	
9782	Operations	MA I	35,230	Doss	Comm Devel	MA I	35,230	Doss	

* grant funded

partially grant funded

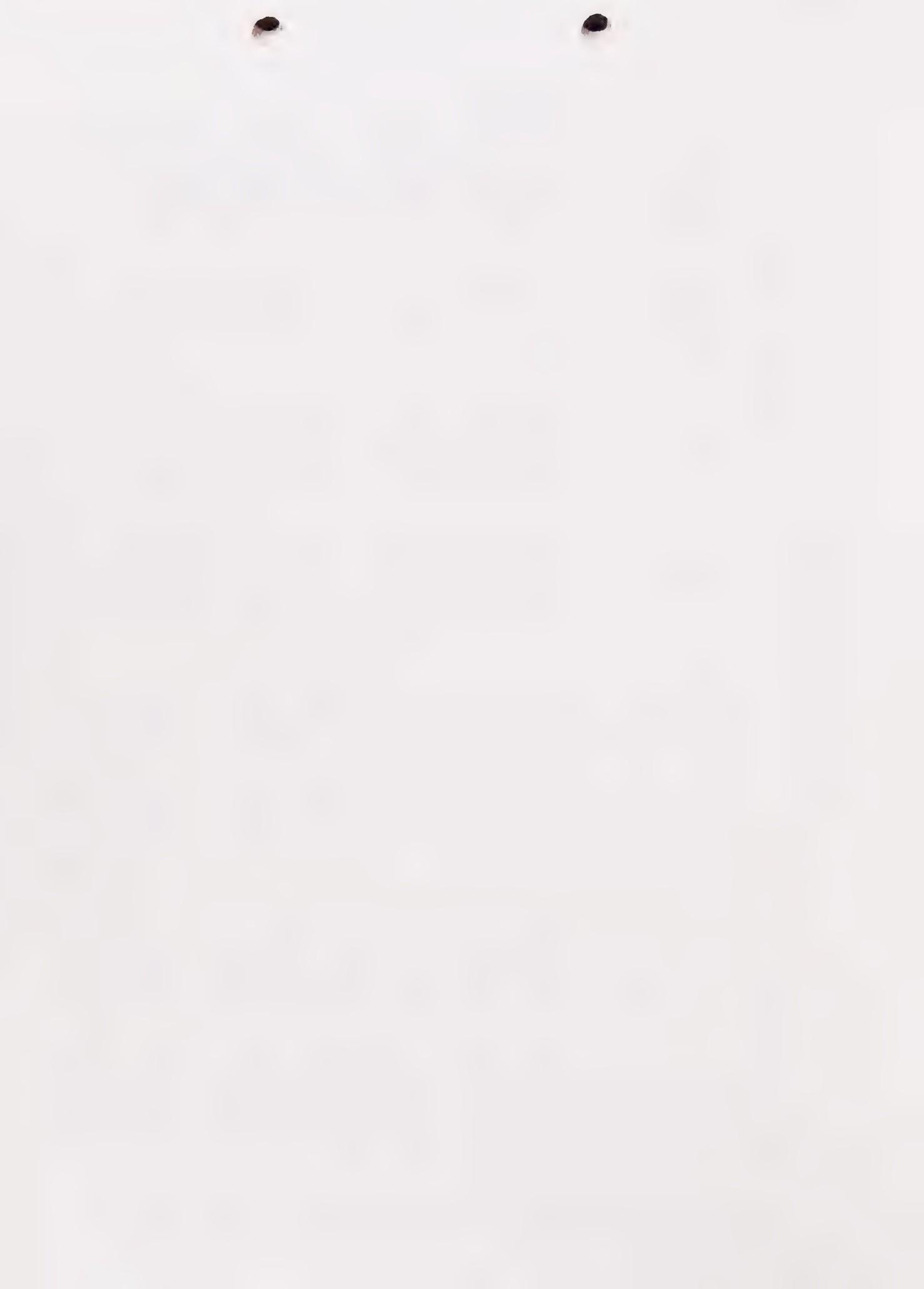


MAYOR'S OFFICE SALARIES
Equivalent 1989-90 Salary Rates

Fiscal Year 1989/90					Fiscal Year 1987/88				
<u>Class</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	
9782	Operations	MA I	\$33,592	Gies	General	MA I	\$30,992	Osterhaudt	
9782	Econ Devel	MA I	33,592	Y. Smith	*				
9782	Housing	MA I	33,592	Lu	*				
9782	Health	MA I	33,592	Knox	*				
9782	Health	MA I	33,592	(vacant)					
9772	Comm Devel	CD Specialist	35,230	Friedman	*	Comm Devel	CD Specialist	35,230	
9772	Comm Devel	CD Specialist	35,230	Masoli	*	Comm Devel	CD Specialist	35,230	
9772	Comm Devel	CD Specialist	35,230	Imperiale	*	Comm Devel	CD Specialist	35,230	
9772	Comm Devel	CD Specialist	35,230	P. David	*	Comm Devel	CD Specialist	35,230	
1453	Operations	Prin Steno	32,474	Valdes	General	Prin Steno	32,474	Valdes	
1408					General	Prin Clerk	32,474	Mahoney	
1811	Comm Devel	MIS Spec I	30,810	Vega	*	Comm Devel	MIS Spec I	30,810	
8450	Public Safety	CJ Spec I	30,680	Bonilla	#	Public Safety	CJ Spec I	30,680	
8450	Public Safety	CJ Spec I	30,680	Paz	*			BakerSanders #	
8450	Public Safety	CJ Spec I	30,680	(vacant)	*				
1652	Comm Devel	Senior Acct	30,680	M. Medina	*	Econ Devel	Senior Acct	37,154	
1652	Comm Devel	Senior Acct	30,680	(vacant)	*			Sito	
1650	Comm Devel	Accountant	30,680	Jefferson	*	Comm Devel	Accountant	30,680	
9770	Comm Devel	CD Asst	29,836	(vacant)	*	Comm Devel	CD Asst	28,158	
1446	Operations	Secretary II	29,666	Almaguer	General	Secretary II	29,666	Almaguer	
1446					General	"	29,666	Bickerstaff	
1446					Emerg Serv	"	29,666	Ansel	
9770	Comm Devel	CD Asst	29,536	McMiller	*	Comm Devel	CD Asst	28,158	
					Comm Devel	"	34,060	Gutierrez	
1811	Housing	MIS Spec I	29,406	M. Smith	*			M. Medina	

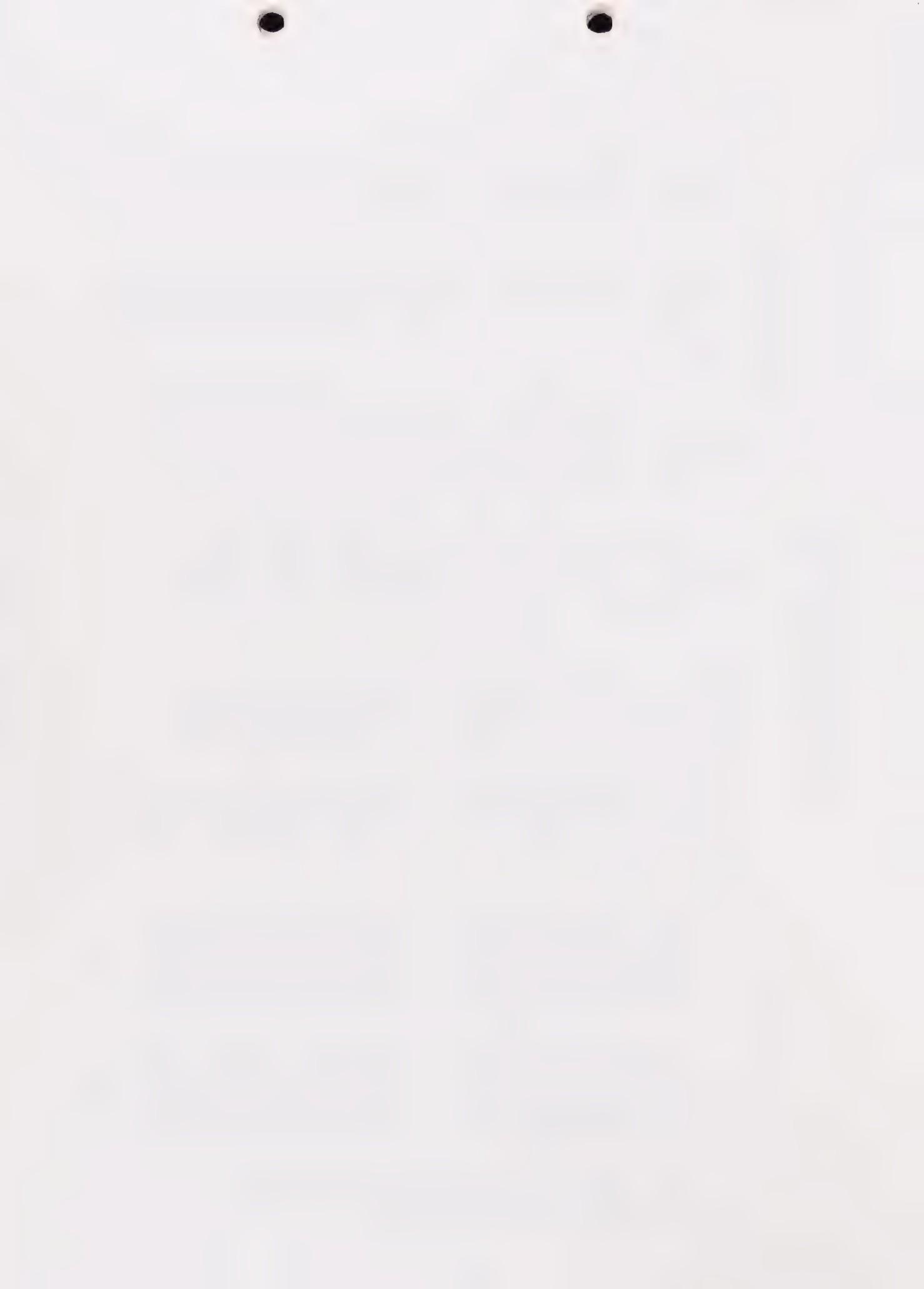
* grant funded

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MAYOR'S OFFICE SALARIES
Equivalent 1989-90 Salary Rates

Fiscal Year 1989/90					Fiscal Year 1987/88				
<u>Class</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	
1632	Econ Devel	Sr Acct Clerk	\$29,250	Bucay	Econ Devel	Sr Acct Clerk	\$29,250	Bucay	
9770	Econ Devel	CD Asst	28,158	Inouye					
1708	Comm Devel	Sr Tel Oper	27,898	Belmont	*	Comm Devel	Sr Tel Oper	27,898	
1426	Operations	Sr Clk Typist	26,962	Gonzalez	General	Sr Clk Typist	26,962	Gonzalez	
1426	Operations	Sr Clk Typist	26,962	Padilla	General	Sr Clk Typist	26,962	Padilla	
1426	Operations	Sr Clk Typist	26,962	Zulaybar	General	Sr Clk Typist	26,962	Zulaybar	
1426	Public Safety	Sr Clk Typist	26,962	Egipio	# Emerg Serv	Sr Clk Typist	26,962	Egipio	
1426	Comm Devel	Sr Clk Typist	22,308	D. Lee	*	General	Sr Clk Typist	26,962	
1310	Comm Devel	Pub Rel Asst	26,702	Kitchin	*	BV Facility	Pub Rel Asst	26,702	
1203	General	Personnel Clk	26,208	Roberts					
1807					Housing	MIS Tech II	25,948	M. Smith	
1807					Housing	MIS Tech II	25,948	R. Williams	
1444	Housing	Secretary I	25,584	Garry	*	General	Secretary I	25,584	
1424	Comm Devel	Clerk Typist	24,622	Arinez	*	Comm Devel	Clerk Typist	24,622	
1446	General	Secretary II	24,518	Zarrabi	General	Secretary II	29,666	Mitchell	
1446	Operations	Secretary II	24,518	Tango	General	Secretary II	29,666	Jenkins	
1426	Econ Devel	Sr Clk Typist	23,374	P. Medina	Econ Devel	Sr Clk Typist	23,374	P. Medina	
1446	General	Secretary II	22,308	Alvarez	General	Secretary II	29,666	D. Roberts	
1426	Operations	Sr Clk Typist	22,308	(vacant)					
1426	Econ Devel	Sr Clk Typist	22,308	Funes	Comm Devel	Sr Clk Typist	26,962	McMiller	
9910	Public Safety	Sr Tr Typist	21,736	Mitchell	# Spec Proj	Clerk Typist	24,622	Garry	
1444	General	Secretary I	21,164	(vacant)	General	Secretary I	25,584	I. Smith	
1444	Econ Devel	Secretary I	21,164	(vacant)	Security	3 Inspectors	128,016		
	Security	3 Police Offs	110,403						
TOTAL		153	\$7,151,649		131		\$6,071,328		



MAYOR'S OFFICE SALARIES
Equivalent 1989-90 Salary Rates

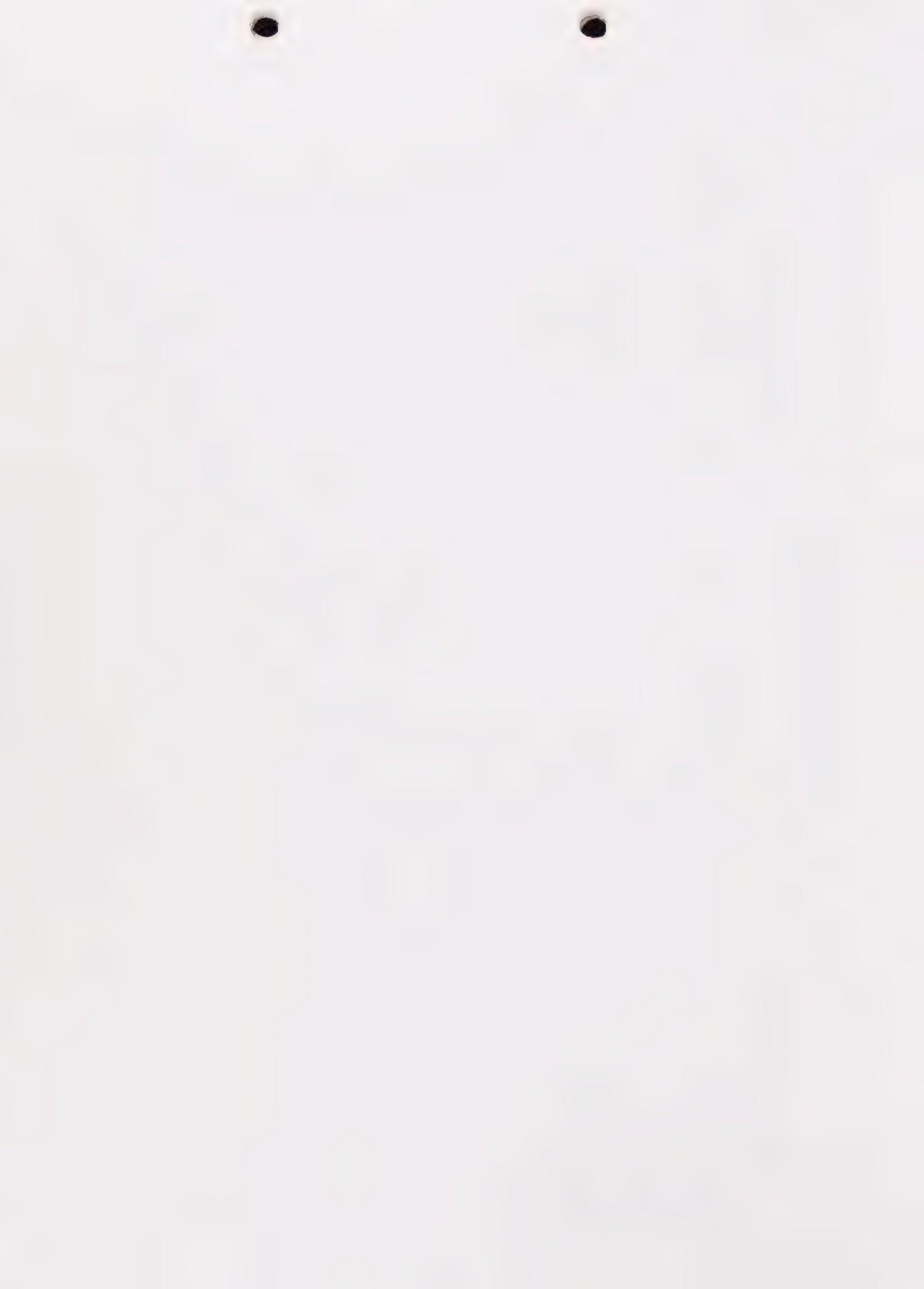
Fiscal Year 1989/90

Fiscal Year 1987/88

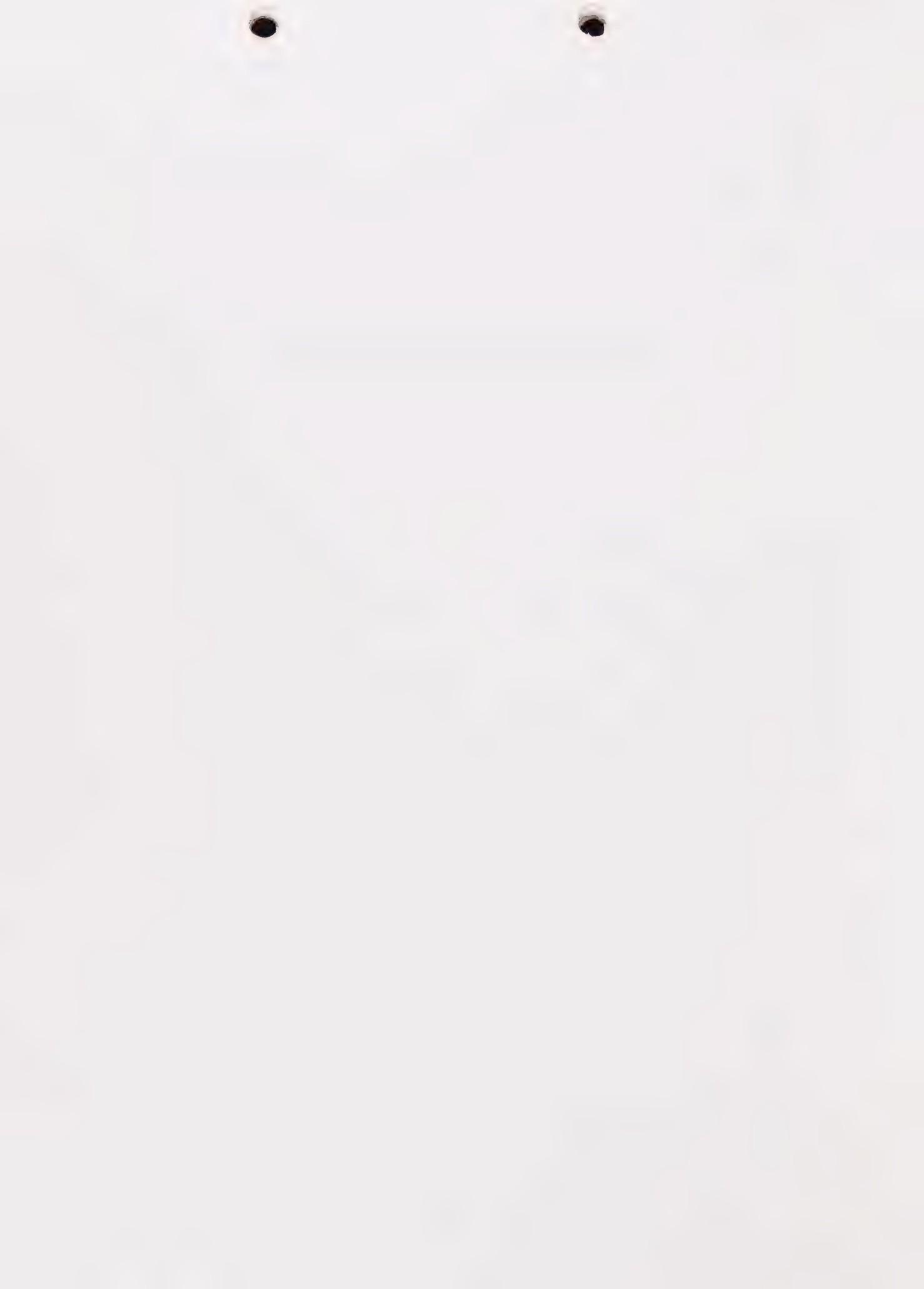
<u>Class</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>	<u>Unit</u>	<u>Title</u>	<u>Annual Amt</u>	<u>Employee</u>
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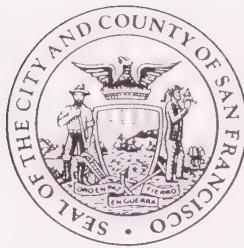
RECAPITULATION

GRANT-FUNDED TOTAL		\$3,001,199				\$2,429,580		
GENERAL FUND TOTAL		4,150,450				3,641,748		
TOTAL		\$7,151,649				\$6,071,328		



WRITTEN RESPONSE FROM THE MAYOR





April 27, 1990

Mr. Harvey Rose, Budget Analyst
Board of Supervisors
San Francisco, California 94102

Dear Harvey:

I have reviewed your draft report on the organization and budget of my office.

Unfortunately, the time allotted for my review has prevented me from verifying all of the information in the report. However, I have prepared my general reactions as well as a listing of some of my specific concerns.

Let me begin by thanking you and your staff for the courtesy with which you have conducted your review. Whenever one branch of government seeks to review the way in which another branch has organized itself there are obvious tensions. You have abided by the protocols I established to enable you to complete your work with a minimum of disruption. I appreciate that.

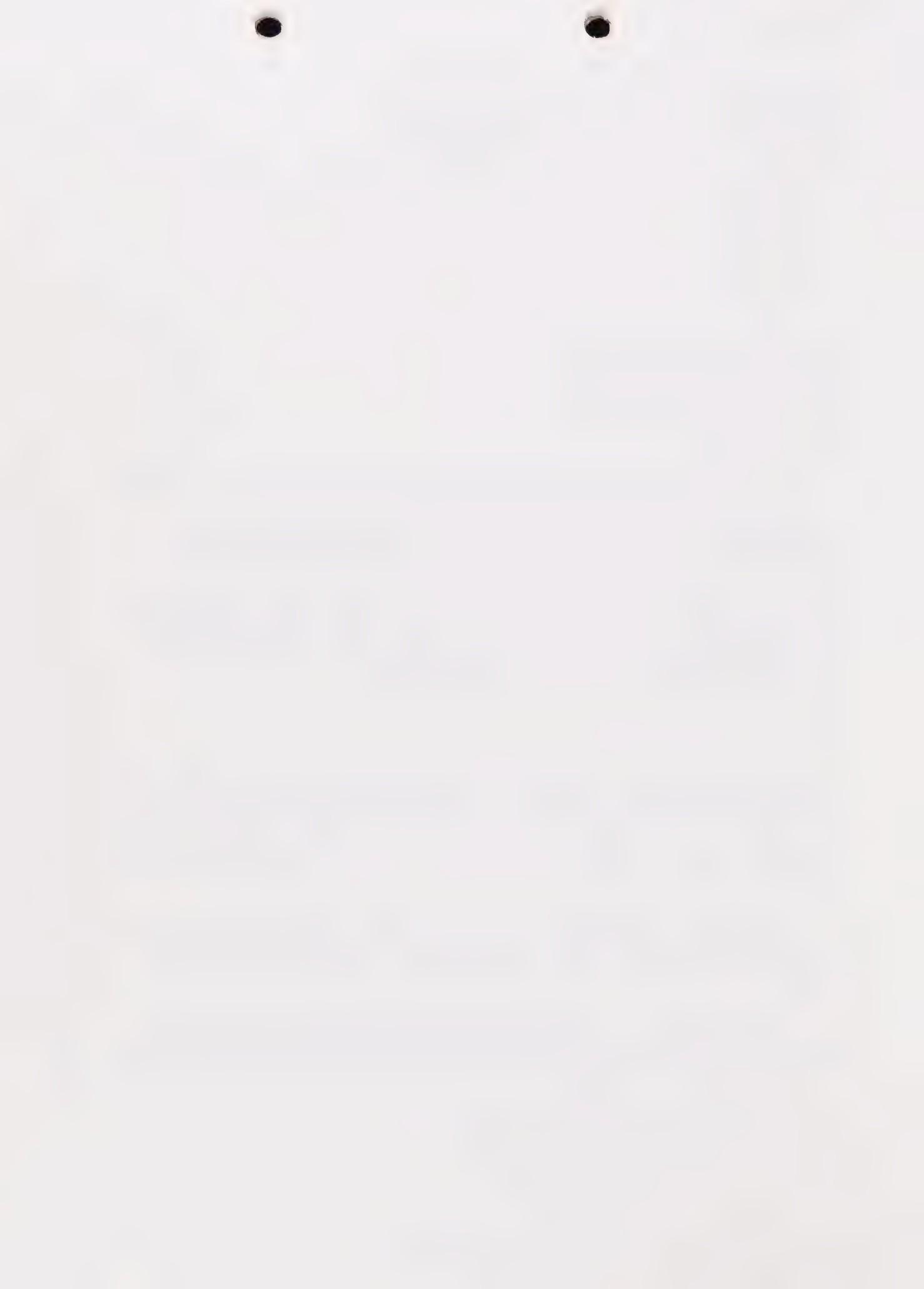
SUMMARY OF FINDINGS:

As you know, in your 1988 analysis of my 1988-89 budget, you reported to the Board of Supervisors that my office had been reduced by 16%. That is because I have taken a fiscally conservative approach toward the operation and organization of my staff. Just as important, I wanted to demonstrate that I would take a cut as large as any other city department in the process of closing the \$172 million gap in the budget.

I then took the remaining funds and organized my office so as to reflect my management style and priorities. By upgrading several positions and deleting others, my Deputy Mayor system was established at a cost savings of more than \$65,000.

To help supplement my reduced General Fund budget, I have aggressively pursued outside grants. Fortunately, those efforts have been highly successful -- almost one half (43%) of my budget is now derived from non-General Fund sources. (1)

(1) See Budget Analyst notes, page 70.



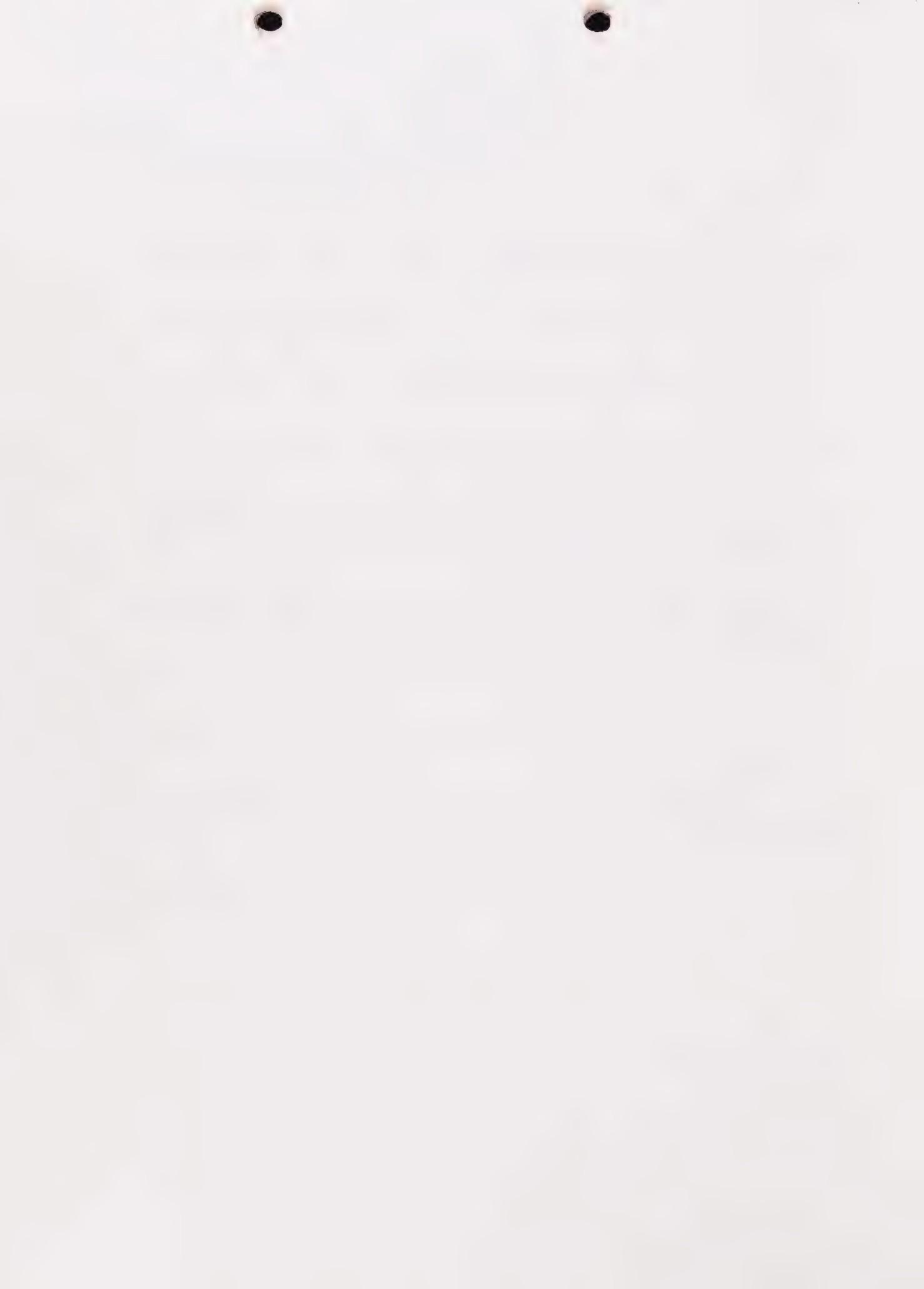
Your new report:

- o Confirms that (excluding the new responsibilities given to my office by the voters, the Board, or enhanced priorities) the General Fund costs of the Mayor's office have been reduced;
- o Identifies the enhanced functions of the Mayor's office over the last two years as a result of voter approval or action by the Board of Supervisors.
- o Verifies that San Francisco's Mayor's office has the most comprehensive set of responsibilities of any such office in America;
- o Verifies that my office has been extremely successful in securing outside funding to provide enhanced services to our citizens;
- o Confirms the difficulties in meeting my Charter-mandated responsibility under section 3.100 to "supervise the administration of all departments under boards and commissions appointed by (the Mayor)", while doing so under the non interference restrictions in Section 3.101. (2)

Such apparently conflicting Charter provisions do not appear to exist in other cities thereby enabling other Mayors to form their cabinets with Department Heads and other direct Mayoral administrative appointees.

- o Verifies that "Cabinet-style" Mayor's office organization is fairly common in Mayor's offices across the county;
- o Confirms that each Deputy Mayor position has been duly authorized through the budgetary process;
- o Confirmed that we have complied with all applicable Civil Service Rules although as with the rest of the city, a reclassification of the office is in order and has been scheduled;
- o Confirmed that the office has up-to-date Conflict of Interest filings;

(2) Note, page 70.



NEW RESPONSIBILITIES

As you know, over the last two years, my office has assumed the following new responsibilities, some of which were not identified in your report:

<u>New Function and Source</u>	<u>Number of Positions</u>
1. The Whistleblower Program (Board Ordinance 97-89-6)	1
2. Employee Relations (Proposition F – November 1988)	2*
3. Office of Children Youth and Families (Established by Mayor in 1989-90 Budget)	1
4. Youth Employment Program (Board Resolutions, October 1989 and February 1990)	2
5. Small Business Commission & One Stop Shop (Established by Board in 1988-89 from business registration fee)	3
6. Mayor's Office of Childcare (Expanded as a result of new state grant)	1
7. Disability Program Coordinator (Established in 1989-90 CDBG Budget to comply with federal civil rights law)	1
8. Liaison for the Arts (Established by Mayor in 1989-90 Budget)	1
9. Gang Prevention Program (Established as a result of new Federal grant)	3
10. MUNI Graffiti Program (Mayor's Staff Loaned to Muni to Start Clean-Up Program – Board Established Graffiti Fund)	1
11. Affordable Housing Program (Board approved new positions)	2
12. Inter-Faith Task Force on Homelessness (Board Resolution 190-89 authorizing Koret Foundation Grant)	1
13. Homeless Coordinator (Increased Priority of Mayor)	1
14. Airport Protocol (Increased Priority of Mayor)	1
15. Earthquake Reimbursement Coordinator (Emergency Priority)	1
TOTAL	22



*(During certain periods of the fiscal year, significant staff time is allocated to this Division. For example, during labor disputes or meet and confer sessions, the ERD staff has been supplemented by 3 additional members of the Mayor's staff including the Deputy Mayor for Governmental Operations as well as staff borrowed from other city departments.)

These new functions and services have resulted in 22 new positions being created or reassigned from other tasks. Additionally, my budgets have included all grant funded positions. This was apparently not the case prior to 1988.

ESTABLISHING THE DEPUTY MAYORS

Your report accurately points out that we have followed applicable Civil Service Rules and budgetary procedures in establishing the Deputy Mayor positions in my office.

Your report also accurately points out that the salary for the Deputy Mayor position in my Administration is the same as was paid by the prior administration.

It would be instructive however, if your report would explain how each position was established and the source of funding. In brief we eliminated some existing positions and downgraded and/or renamed others. More specifically, here is how I made my budget decisions to reorganize my office and establish my cabinet at a savings of \$65,618:

Deputy Mayor for Government Operations

This position was formerly the Executive Deputy Mayor Position (Civil Service Class 1898)

(No Net Cost)

Deputy Mayor for Finance

This position was created by deleting a 9794 Mayor's Assistant position. Additionally, the 9794 Budget Director position was downgraded to a 5404 at a savings of \$10,888)

(\$1,800 Net Cost)

Deputy Mayor for Health and Human Services

This position was created in 1988 by deleting a 9794 position.

(\$12,688 Net Cost)



Deputy Mayor for Public Service

This position was formerly a 1580 Executive Deputy Mayor. Additionally, a 9794 position was deleted as this deputy took over management of the Public Safety Office (formerly the Mayor's Criminal Justice Council). This position is 40% grant funded and no longer provides retirement benefits (a \$14,000 savings).

(\$94,770 net savings)

Deputy Mayor for Business and Economic Development

Created as a result of the Mayor's campaign promise to have a Cabinet-level business advocate, this position was created by deleting position 5402. (Executive Director for Economic Development).

(\$11,648 net cost)

Deputy Mayor for Housing and Neighborhoods

This position was created by deleting a 9780 position (Executive Director of Community Development) and is grant-funded.

(\$3,016 net cost)

Deputy Mayor for Transit and Public Works

This position has been loaned to the Mayor's office by the San Francisco Municipal Railway Improvement Corporation at no additional taxpayer cost. The Deputy Mayor's former duties are included in his responsibilities as a deputy.

(No Net Cost)

TOTAL BUDGET SAVINGS BY ESTABLISHING DEPUTIES: \$65,618

(3)

KEY ACCOMPLISHMENTS

(4)

It is important to note that the primary purpose of this reorganization was not only to save money but to implement the goals I outlined to the people of San Francisco in my book "Getting Things Done," and manage the city in the most efficient manner possible.

My deputies provided you and the Finance Committee at its interim budget hearings with a partial listing of the accomplishments of the various divisions within my office. You were also provided with background information or resumes which highlight the professional qualifications of my deputies.

As you know, I am extremely proud of the way in which my office has been organized, the qualifications, knowledge, and experience of my staff, the quality of the work produced, and the cost effectiveness of its operation.

(3) (4) Notes, page 70.



Through the efforts of my deputies and other members of my staff, new management systems have been put into place which are saving the taxpayers considerable amounts of money and bringing nationwide recognition to our city. Here are some brief examples:

FISCAL

This past week, the bond rating firms of Moody's and Standard and Poors retained San Francisco's bond ratings despite the earthquake and the drought.

That independent vote of confidence in San Francisco's fiscal health can be largely attributed to outstanding work done by Deputy Mayor Wilkins and her staff.

This is a continuation of the positive evaluation of my administration's fiscal competence which in 1989's Standard and Poor's report card it was reported "San Francisco Mayor Art Agnos' proposed balanced budget for fiscal 1990 demonstrates the City's strong financial management after last year's fiscal stress and several years of weakening financial flexibility.

LABOR RELATIONS

This past week, the Board of Supervisors approved a contract with the San Francisco Police Officers Association -- their first contract in more than 15 years.

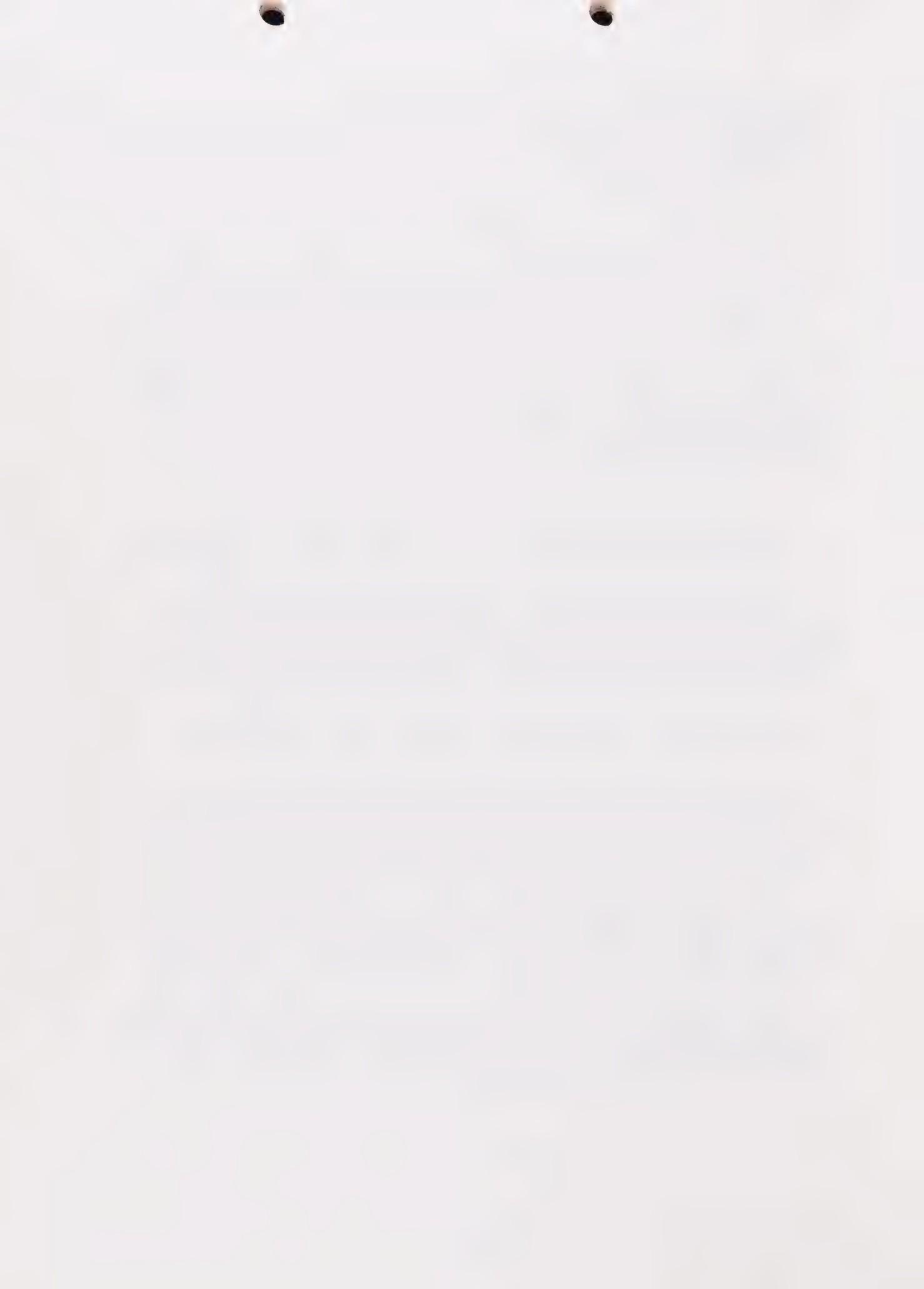
In the past two years, virtually every employee contract has come up for negotiation. Those negotiations were successfully and peacefully completed despite the fact that substantial cost reductions were necessary to balance the budget. More than \$8 million was saved by decreasing city employee costs in the current fiscal year.

Those successful contract negotiations were managed by Deputy Mayor Everhart.

His direct intervention with CAL-OSHA following collapse of the construction crane in the Financial District last Fall resulted in a city-wide, and later, a state-wide inspection of construction cranes. The potentially disasterous results of those inspections has led to a new statewide program and the likelihood of substantial new state and federal legislation in this area.

Additionally, his quick action following the October earthquake allowed our Washington legislative office to help write the nation's disaster relief legislation and led to special waivers being granted to allow work on the Bay Bridge to be Federally reimbursable.

Also in response to the earthquake, he convinced the Department of Civil Engineering and the Earthquake Engineering Research Center at the University of California at Berkeley to prepare a report which will soon be available, on Stabilizing the Soil in the Marina District.



HEALTH AND HUMAN SERVICES

Dr. Myra Snyder, Deputy Mayor for Health and Human Services, has overseen the production of two plans which have become models for the rest of the country: Beyond Shelter: A Homeless Plan for San Francisco, and The Mayor's Call to Action on the HIV Epidemic.

As a result of these nationally-regarded efforts, San Francisco has received more than \$7 million in McKinney Act funding.

The Interfaith Task Force she organized has provided more than 20,000 nights of shelter and more than 30,000 meals to homeless men, women and children.

TRANSIT AND PUBLIC WORKS

Deputy Mayor Wright, on loan part-time to the Mayor's office from the San Francisco Municipal Railway Improvement Corporation, is successfully implementing the \$350 million Waterfront Transportation Program and is managing the city's \$100 million Embarcadero Freeway replacement program. His work has resulted in the exciting new proposal for an underground roadway alignment.

Additionally, Deputy Mayor Wright played a key role in management of the process leading to Proposition B which will deliver \$1 billion to the city during the next 20 years.

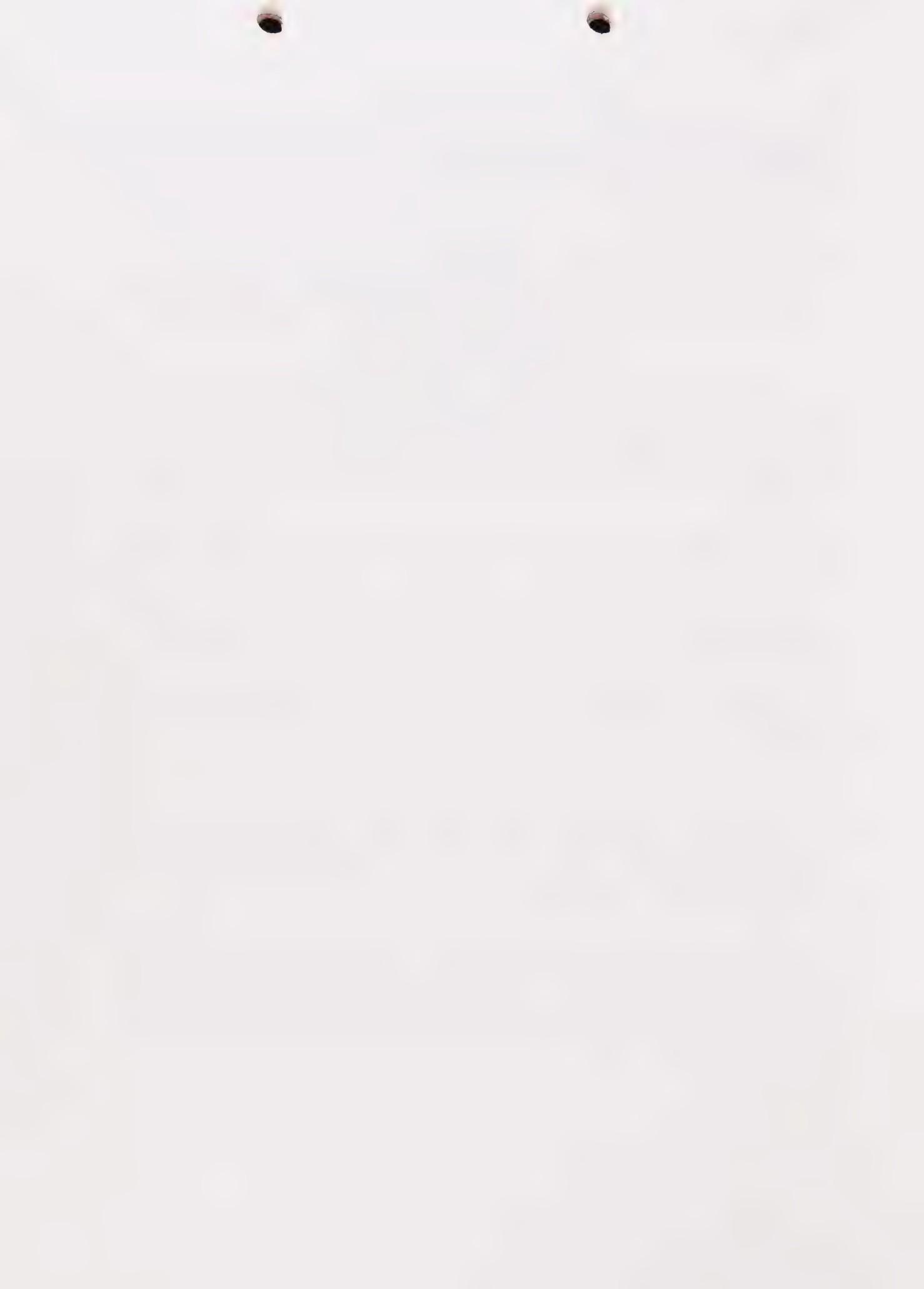
He also managed the planning and development process on City-owned lands in Alameda and San Mateo Counties in order to increase the value and revenue flows from those properties.

Finally, he has obtained approval of the Market Street Transit Shelter/Public Art program which will provide over \$2 million in public art and youth art programs.

PUBLIC SAFETY

Deputy Mayor Gayle Orr-Smith has obtained the most innovative Gang Prevention grant in the nation -- \$1.2 million. Additionally, she secured more than \$65,000 from private corporations to provide employment opportunities for low income children. Her efforts in reducing gang violence has resulted in a significant reduction in gang incidents/violence.

Her gang prevention efforts as well as the Drug Symposium Task Force report on strategies to deal with the Crack epidemic in our city have become widely recognized. The three target sites chosen for implementation of the task force plan, the Alice Griffith and Plaza East Housing Projects and the Oceanview Park and Playground sites have been lauded for their success in demonstrating how we can drive drug dealers out of public housing and playgrounds.



In fact, United States Drug Czar William Bennet has told me that he regards our efforts at gang prevention and Crack intervention to be models for the nation.

HOUSING AND NEIGHBORHOODS

Among the many affordable housing initiatives supervised by the Deputy Mayor for Housing and Neighborhoods, the most attention has been in his efforts in increasing the State's Disaster Assistance Programs for Housing from \$25 million to \$75 million for the region.

Additionally Deputy Mayor Paul developed a first-ever cooperative effort by the Redevelopment Agency and the Mayor's office of Housing to jointly administer the city's new \$10 million Affordable Housing Bond Program.

He also secured \$1.5 million in new private contributions for affordable housing that will result in the renovation of 118 units of public housing.

BUSINESS AND ECONOMIC DEVELOPMENT

Deputy Mayor James Ho is spearheading the \$22.8 million effort to revitalize the Fisherman's Wharf/Pier 45 area. To assist in the effort, our Congressional delegation is sponsoring legislation to have San Francisco declared a fish processing center for the West Coast.

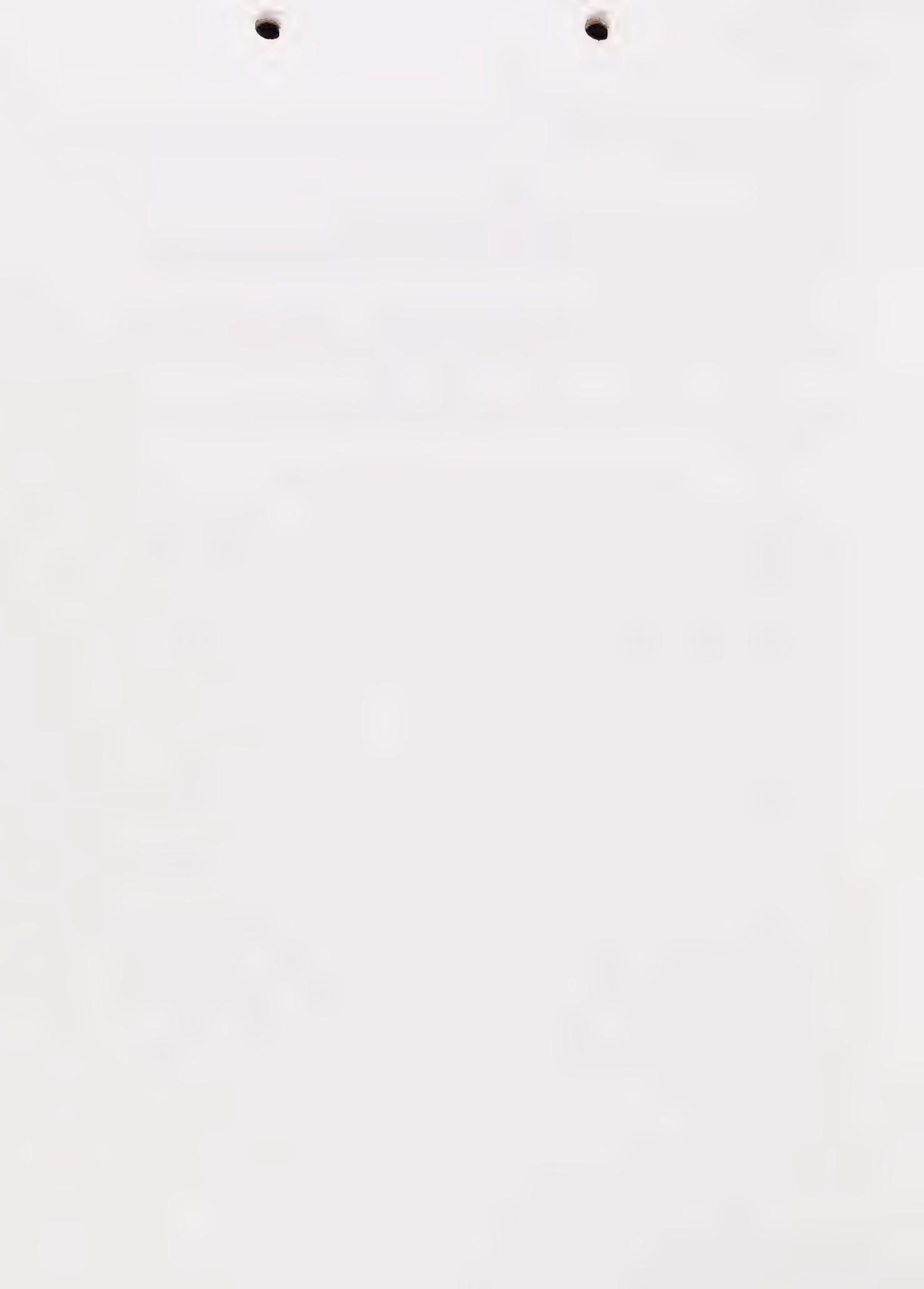
He has also established the city's first "One Stop Shop" for small businesses to help them cut through the red tape of city government and private lending institutions. More than 200 businesses have been served so far.

RESPONSIBILITIES OF THE MAYOR'S OFFICE

Your report demonstrates very clearly that the Mayor's Office in San Francisco has a more comprehensive set of responsibilities than any of the American cities surveyed. That is why my office appears to have a larger staff than other cities.

Further, your report demonstrates that we have been extremely successful in obtaining outside funding to increase services to San Franciscans.

Deputy Mayor Everhart, on April 2, provided you with a comprehensive listing of the fees and grants which fund positions in the Mayor's office. Those fees and grants attach certain performance requirements. He also provided you with a listing of the various city service functions which are contained in my office and requested that any survey of other cities compare the grants received by other cities with those of San Francisco's. Further, he requested that the survey determine whether each function found in my office can be found in the Mayor's office of the survey cities.



I appreciate that you have been under considerable pressure to prepare this report and therefor you were not able to take the time that would be required to do a thorough study.

As the former Chairman of the Legislature's Joint Legislative Audit Committee, I am very much aware of the GAAS (Generally Accepted Auditing Standards) requirements as established by the American Institute of Certified Public Accountants. Further, I am aware of the Government Auditing Standards as established by the Comptroller General of the United States.

Consequently, I understand that your draft, rather than being an audit in accordance with those standards, is instead a report to the Board of Supervisors. With that understanding, I will not comment on your study as completely as I would in an audit situation. Additionally, I have not asked to review your survey instrument as I would in an audit situation. (5)

Rather, I will point out several problems which prevents your study from being used to fully compare the operation of my office with that of other cities.

CONFLICTING STATEMENTS (6)

On page 1 of your draft, you state that: "We believe that the survey is sufficiently detailed to provide a valid comparison between prevailing practices in other major cities and the City and County of San Francisco."

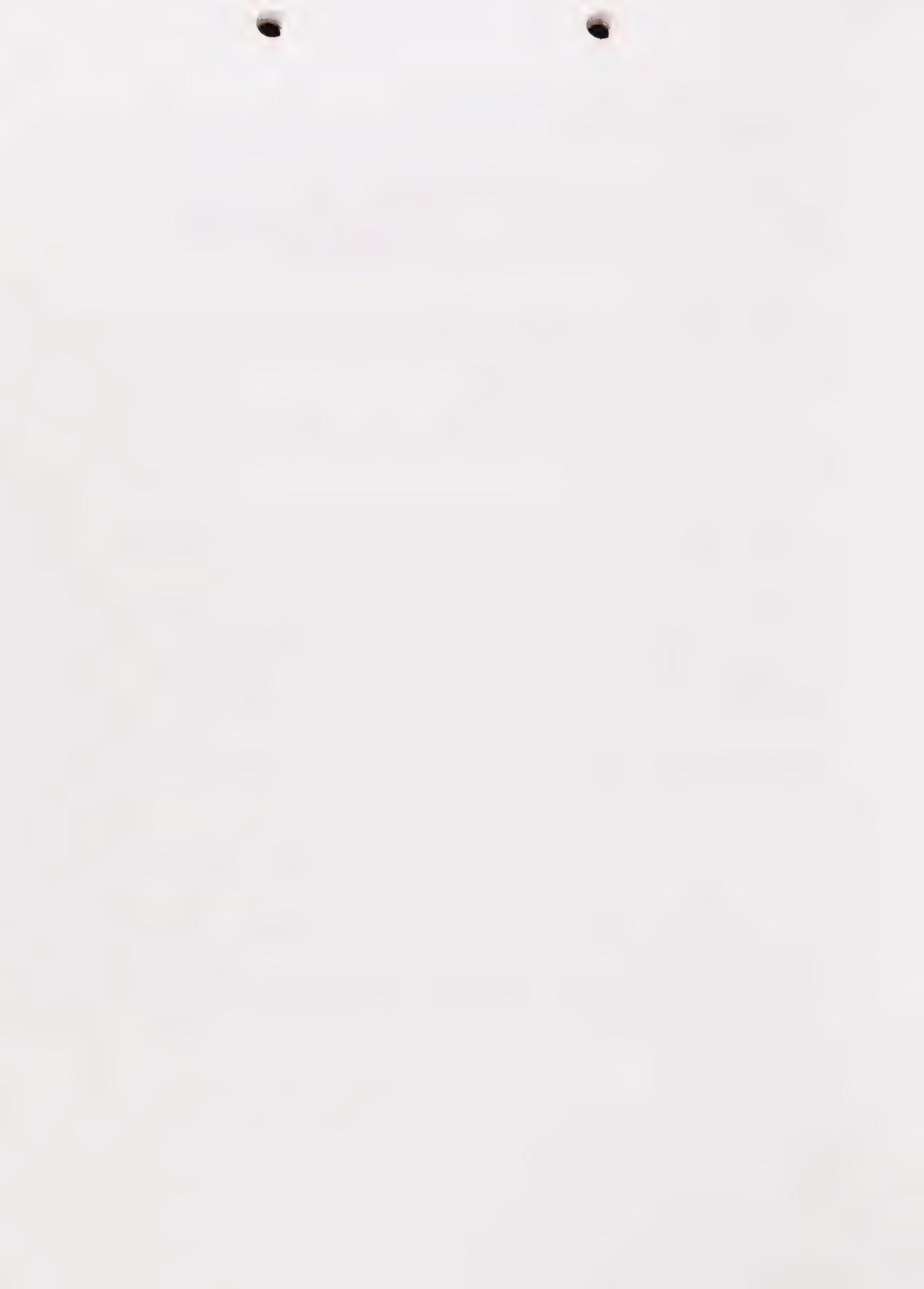
However, on page 14 you state that: "It was not practical for the Budget Analyst to attempt to match up the functions of the mayor's offices in the various survey cities. It should also be noted that the Office of the Mayor in San Francisco has a number of employees that are funded by either state and/or federal grants. Such a situation certainly exists in other cities, but the Budget Analyst did not attempt to gather this information from the survey cities." (7)

My question then is this: How can a valid comparison be made if neither the municipal nor the grant-funded functions of my office has been compared with the other offices?

Let me give you an example of the problem that arises:

- o Denver - Employee Relations is not in the Mayor's office. Neither are the Community Development or the Housing office.
- o Philadelphia - Labor Relations is a separate city department.
- o Baltimore has a forty-five (45) member cabinet that reports directly to the Mayor of Baltimore. These cabinet members have responsibility for all of the City Departments and their salary range is from \$40,000 to \$125,000.

(5) (6) (7) Notes, page 70.



In addition, the Mayor of Baltimore has a Chief of Staff and three administrative assistants with salaries from \$72,000 - \$75,000. Apparently there has been a reorganization of that office since your survey because your survey does not fully reflect this structure.

Obviously, a comparison of the budget or staffs of Mayor's offices have little validity unless the functions are also compared.

You go on to point out that you did not attempt to gather information from the survey cities as to the grants received by those cities. Since almost half of my staff (43%) are funded by grants we have successfully obtained for the city, it would seem that a grant comparison would be imperative. (7)

CABINET STYLE OF MAYOR'S OFFICE

Your report confirms that my decision to establish a cabinet in my office is fairly common. My decision was made in consultation with other mayors around the country and has proven to be a highly efficient means of managing the myriad functions within my office. (8)

ADDITIONAL COMMENTS:

Deputy Mayor for Finance-

On page 2, you state that you did not receive responses to your follow-up questions from the Deputy Mayor for Budget and Finance.

That information was forwarded to your office and is included in your Section V.

Deputy Mayor for Transit-

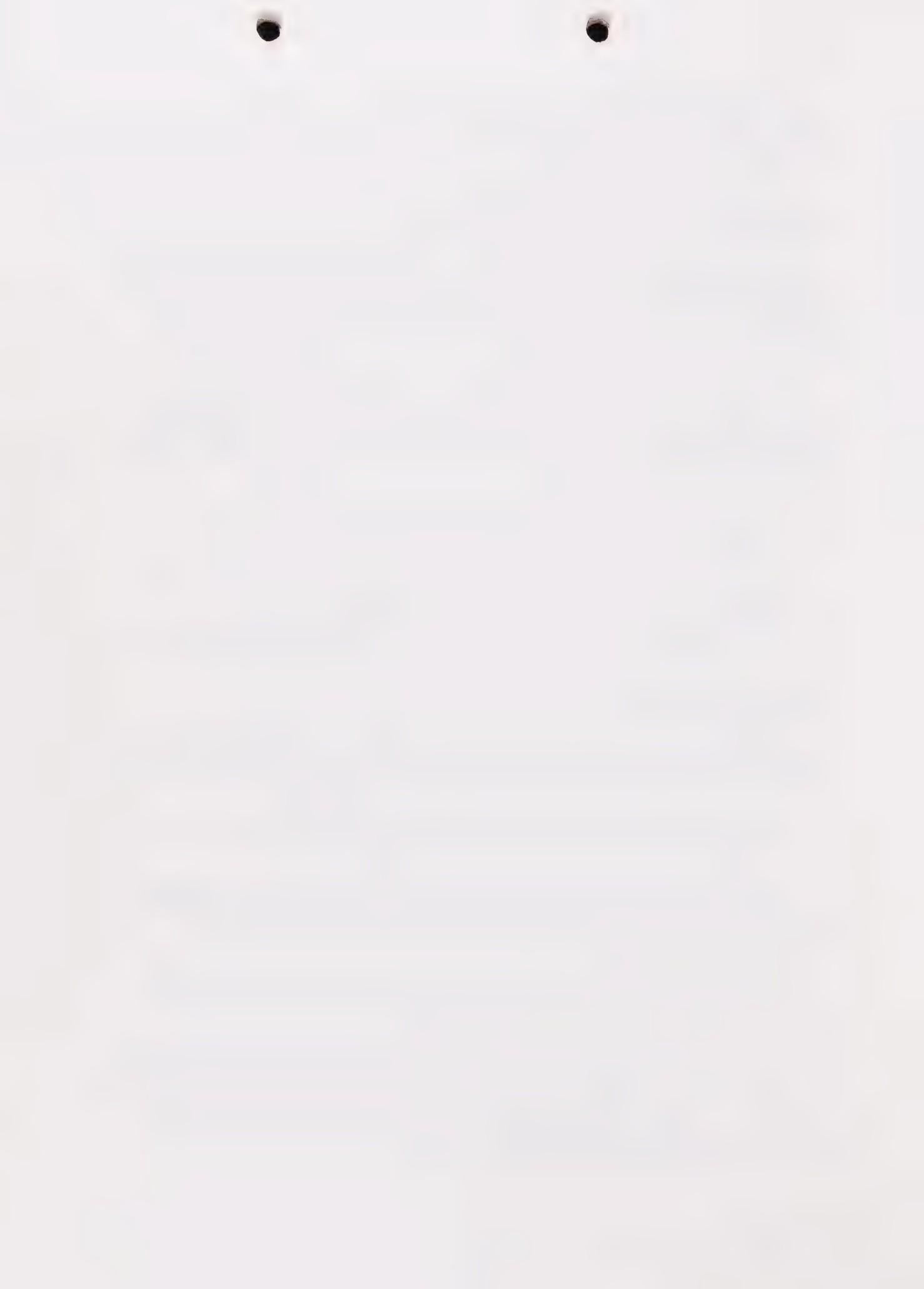
On page 3 of your draft you state that the Deputy's total compensation under his contract is \$102,523. While that is technically correct, its usage in your charts is inconsistent as that amount represents his total compensation.

It was based upon an \$89,000 salary and \$13,573 for benefits as reflected in his prior position at the Public Utilities Commission.

If total compensation is to be used in your charts, they should be consistent. For example, in Attachment #3, the total compensation for former Deputy Mayor Hadley Roff would have to include \$14,168.70 in retirement for total compensation of \$108,626.70

Similarly, the total compensation paid for Mr. Gustavson's contract was \$89,378 in 1988 or \$98,315.80 in today's dollars.

On page 4 you note that the Deputy Mayor's address is listed on his contract as being in Marin. In fact, he is a San Francisco resident and is registered to vote in San Francisco. The reason for the difference is that at the time the contract was signed, Mr. Wright was in the midst of a move from one San Francisco residence to another. Consequently he utilized the address of his Point Reyes weekend home for that limited period.



Proposition P-

On page 5, you state that "the type of computer used for the desktop publishing production of the letter is available in the Mayor's Office."

It is correct that the letter was prepared on an Apple Computer, but it is also true that millions of such computers have been sold.

Deputy Mayor Wilkins does not use an Apple Computer, nor is there one in her office.

The letter in question was produced at Ross Communications on an Apple S.E. computer pagemaker with 3.02 software Adobe Font Carrier. It was printed on an AST Printer turbo-laser.

That equipment and software is not available in the Mayor's office.

Do other Cities have Deputy Mayors?-

I continue to believe that any survey of other cities which does not take into account duties, responsibilities, funding sources, and appointment practices serves very little purpose.

Assistant to the Mayor Positions-

The difference in number has to do with additional grant-funded positions being added since my initial response. In addition, several positions have been filled since that time.

It should be noted that Assistant to the Mayor positions have existed throughout many administrations. Additionally it should be pointed out that they have been duly classified by Civil Service. (9)

Section III – Survey Results-

I have commented sufficiently on my reasons for believing that your survey is not a valid comparison of the functions, staffing, or cost of mayor's offices.

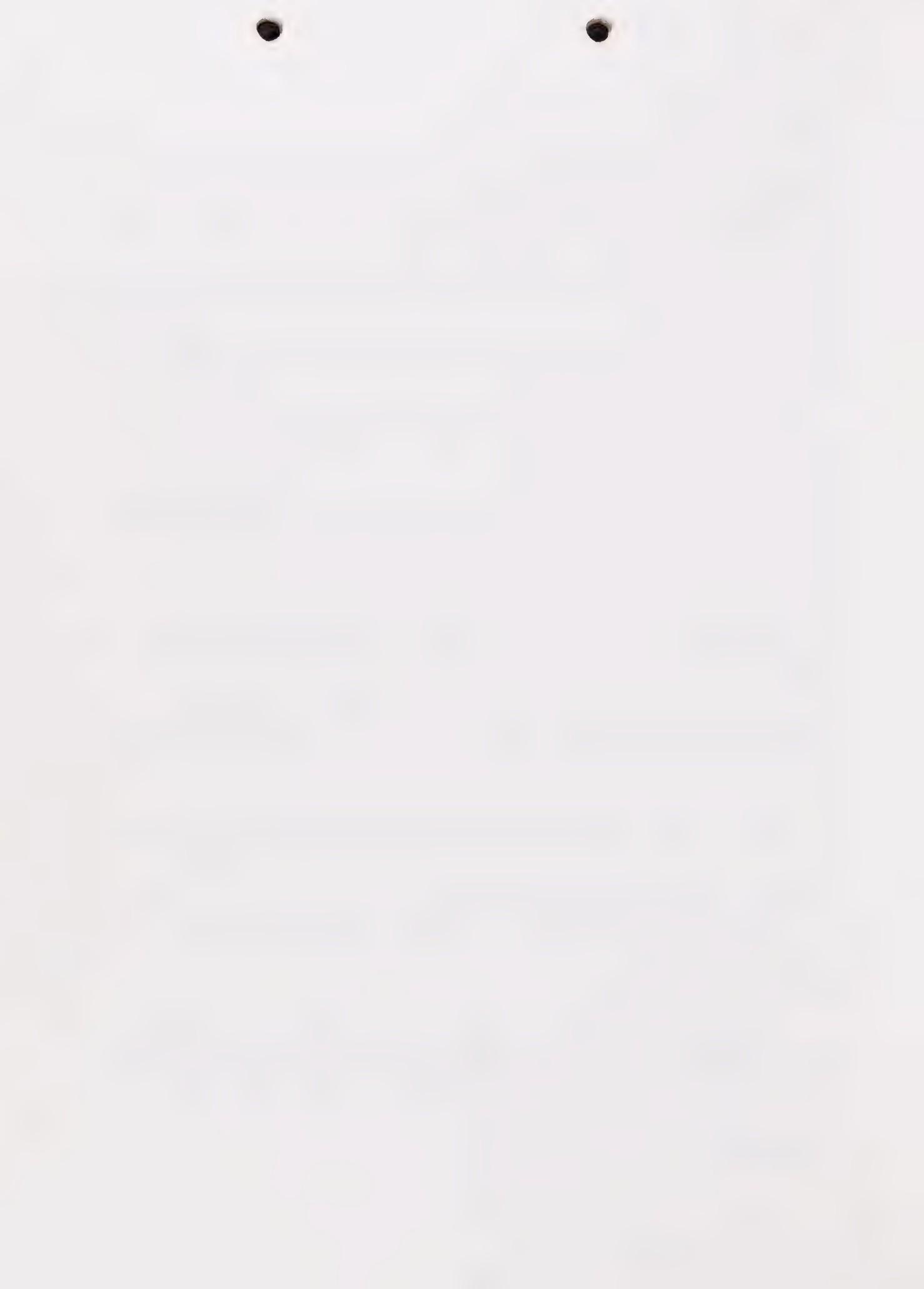
Section IV – Staffing & Personal Cost Analysis -

Your analysis does not reconcile to my records. Additional time will be needed to find the error. (10)

Community Development -

On Page 20, you state that the City's Community Development Program is managed independently of the Deputy Mayors. That is incorrect. The OCD office is under the supervision of the Deputy Mayor for Housing and Neighborhoods.

(9) (10) Notes, page 70.



Relocation Office

In response to Mr. Davis' concerns, the Redevelopment Agency will add an independent telephone line when that office moves to its new locations.

Office of Community Development Audit

H.U.D. has required that audits of subgrantees be conducted.

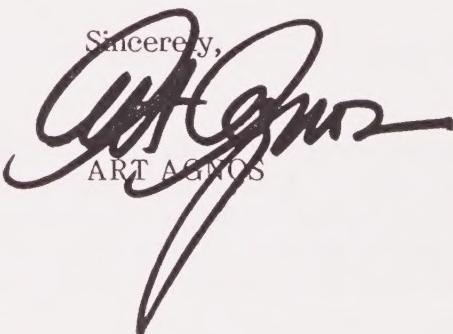
That requirement was underscored in H.U.D.'s September 1989 monitoring report.

Although several options were offered, we chose the independent auditing route, in part, because we can make that work available to minority firms.

There may be additional comments that I have once my budget staff, which is now fully occupied in preparing the City budget, has had an opportunity to review your work.

But in any event, I am hopeful that you will receive these comments in the helpful spirit in which they are intended.

Sincerely,

A handwritten signature in black ink, appearing to read "Art Agnos". The signature is fluid and cursive, with "Art" on top and "Agnos" below it.

ART AGNOS



BUDGET ANALYST NOTES TO MAYOR'S WRITTEN RESPONSE

- (1) Page 19 of our report provides comparative data on the proportion of grant-funded and General Fund supported positions in the Mayor's Office.
- (2) We were informed by the Mayor's Office that no such difficulties exist under the present system of Deputy Mayors, who serve as liaisons to "department clusters".
- (3) The Budget Analyst compared total staffing data in Section IV of the report. The creation of Deputy Mayor positions was discussed in our report to the Board of Supervisors Finance Committee during the Committee's review of the 1988-89 budget (in June, 1988). This report compares the current staffing of the Mayor's Office with the prior administration.
- (4) As explained in the report, our review was limited by the protocols established by the Mayor. We were not allowed to talk to the Deputy Mayors, discuss their activities, and verify or confirm any of their accomplishments. Our report therefore only summarizes what they, the Deputy Mayors, have submitted in writing.
- (5) The draft survey instrument was presented to the Deputy Mayor for Government Operations in January, 1990. After discussion with the Deputy Mayor, and review of his draft comments, our survey was expanded in February, and again in April, 1990. Additionally, we provided the Deputy Mayor for Government Operations with all response data in February and April, 1990, well in advance of completion of our draft report.
- (6) Our response to the "Conflicting Statements" contention of the Mayor is detailed in the transmittal letter to this report.
- (7) The Budget Analyst requested complete staffing data from the surveyed jurisdictions, regardless of the source of funds used to support such personnel. The San Francisco Mayor's Office data used for comparison included only budgeted positions (82 budgeted positions instead of the 153 total, including grant-funded positions, documented on page 19 of the report). We believe that our comparative indices are conservative.
- (8) The survey did not find that the Deputy Mayor system existing in San Francisco is fairly common.
- (9) The Assistant to the Mayor positions have been classified by the Civil Service Commission. However, no class specifications for such positions have ever been submitted or approved.
- (10) Data supporting Section IV were submitted to the Mayor's Office for review by the Deputy Mayor for Government Operations twice, well in advance of our draft report (i.e., in February and April of 1990).

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